

Message Text

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DRAFTED BY S/IG:PJSKOUFIS:MES
APPROVED BY M:RMMOOSE
S/S - MR. GAMBLE
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FM SECSTATE WASHDC
TO ALL DIPLOMATIC POSTS
AMEMBASSY BEIRUT

UNCLAS STATE 038356

FOR AMBASSADOR FROM DEPUTY UNDER SECRETARY FOR MANAGEMENT

E.O. 11652: N/A

TAGS: AMGT, PFOR, XX

SUBJECT: ANNUAL POLICY AND RESOURCE ASSESSMENTS

REF: STATE A-1760; STATE 016775; STATE 015063

1. POLICY ASSESSMENT AND RESOURCE MANAGEMENT CYCLE, DESCRIBED IN A-1760, DATED 3/26/76, PROVIDES FRAMEWORK WITHIN WHICH WASHINGTON AND FIELD CAN CONDUCT ANNUAL POLICY REVIEW AND PROVIDE PRIORITIES POLICY GROUP WITH INFORMATION NECESSARY TO CARRY OUT ITS RESPONSIBILITY IN FORMULATING DEPARTMENT'S ANNUAL BUDGET. GOALS ARE TO ENSURE THAT YOUR MISSION'S OBJECTIVES REFLECT OVERALL DEPARTMENTAL POLICY PRIORITIES, TO ESTABLISH US POLICY GUIDELINES TOWARDS YOUR COUNTRY FOR NEXT YEAR OR TWO, AND TO ALLOCATE OR REPROGRAM RESOURCES TO MEET HIGHEST PRIORITY NEW REQUIREMENTS. SO THAT PPG WILL HAVE NECESSARY INFORMATION AT HAND WHEN UNCLASSIFIED

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NEEDED, WE HAVE DEVELOPED SCHEDULE AND FORMAT FOR POST SUBMISSIONS THAT SHOULD GIVE YOU OPPORTUNITY TO ASSESS APPLICATION OF EXISTING POLICY TOWARD YOUR COUNTRY, TO MAKE POLICY RECOMMENDATIONS FOR NEAR TERM AND MAKE IT EASIER FOR DEPARTMENT TO TAKE ACCOUNT OF YOUR REQUIREMENTS IN RE-ALLOCATING RESOURCES GLOBALLY. SIMILAR FORMAT TO REVIEW ACTIVITIES OF DEPARTMENTAL OFFICES HAS ALSO BEEN DEVELOPED FOR USE IN ASSESSMENT PROCESS.

2. NEW POLICY AND RESOURCE ASSESSMENTS WILL REPLACE

PARAS, CASPS AND ANNUAL POLICY ASSESSMENTS. WE ARE KEEPING FORMAT LEAN AND FLEXIBLE SO THAT IT CAN BE ADJUSTED AS WE GAIN EXPERIENCE WITH CYCLE. IF THIS PROCEDURE IS TO WORK, POLICY AND RESOURCE ASSESSMENTS WILL REQUIRE YOUR CLOSE PERSONAL ATTENTION AND CANDID VIEWS BOTH ON POLICY AND RESOURCES. THIS IS AN OPPORTUNITY FOR YOU TO RESPOND TO THE SECRETARY'S INTERESTS EXPRESSED IN STATE 015063.

3. THE POLICY ANALYSIS AND RESOURCE MANAGEMENT CYCLE.

THE FIRST STEP IN THE CYCLE IS AN S/P FORECAST (SEPTTEL), PREPARED IN CONSULTATION WITH THE GEOGRAPHIC AND FUNCTIONAL BUREAUS, THAT SETS FORTH THE ISSUES AND TRENDS THAT ARE EXPECTED TO BE OF PARTICULAR IMPORTANCE OVER THE NEXT YEAR OR TWO. GEOGRAPHIC BUREAUS WILL PROVIDE MORE SPECIFIC REGIONAL EMPHASIS BY FEBRUARY 25. THE POST POLICY AND RESOURCE ASSESSMENTS SHOULD ARRIVE BY CABLE IN WASHINGTON BY MARCH 31 TO ALLOW BUREAUS TIME TO REVIEW THE ASSESSMENTS AND DRAW ON THEM IN PREPARING BUREAU ASSESSMENTS FOR THE PPG. IN MAY, THE PPG WILL REVIEW ASSESSMENT PAPERS AND PROVIDE GUIDANCE FOR BUREAU BUDGET HEARINGS. AT SAME TIME, DEPARTMENT PLANS TO ISSUE BROAD POLICY GUIDANCE TO POSTS. SINCE FY-77 AND FY-78 BUDGETS ARE PAST THE POINT WHERE THEY CAN BE SUBSTANTIALLY CHANGED, ANY NET NEW REQUIREMENT, ASIDE FROM THOSE WHICH CAN BE MET THROUGH REPROGRAMMING, WOULD HAVE TO BE INCLUDED IN THE FY-79 BUDGET PROPOSALS.

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AFTER THE HEARINGS THE BUDGET OFFICE WILL SUBMIT A DRAFT DEPARTMENT FY-79 BUDGET, INCLUDING OPTIONS, TO THE PPG FOR ITS SECOND REVIEW IN AUGUST. THE PPG WILL THEN RECOMMEND TO M ON STAFFING AND FUNDING LEVELS AND ON THE DISTRIBUTION OF REQUESTED NEW RESOURCES TO BE INCLUDED IN OUR BUDGET PROPOSAL TO OMB BY SEPTEMBER 15.

4. ANNUAL POLICY AND RESOURCE ASSESSMENTS.

POLICY AND RESOURCE ASSESSMENTS HAVE DUAL PURPOSE:

A. TO DEFINE AND PROJECT US POLICY TOWARD A COUNTRY (MISSIONS TO INTERNATIONAL ORGANIZATIONS SHOULD READ INTERNATIONAL ORGANIZATION FOR COUNTRY). PART I OF ASSESSMENT WILL CONSTITUTE POST'S POLICY PROPOSALS IN RESPONSE TO S/P AND BUREAU FORECASTS. IT SHOULD BE FIRST PERSON TELEGRAPHIC MESSAGE WRITTEN OR EXPRESSLY APPROVED BY AMBASSADOR. EMPHASIS SHOULD BE ON CONCISENESS; THE PAPER SHOULD BE AS SHORT AS IMPORTANCE OF COUNTRY TO US INTERESTS AND COMPLEXITY OF OUR POLICY PROBLEMS WITH IT ALLOW.

B. TO RELATE POLICY AND WORKLOAD TO RESOURCE REQUIREMENTS AT COUNTRY LEVEL. IN PART II, POST IS ASKED TO EVALUATE

LEVEL AND MIX OF ITS CURRENT RESOURCES, INCLUDING THOSE OF OTHER AGENCIES. PART III IS INCLUDED FOR SPECIFIC PROPOSALS ON REPROGRAMMING AND OTHER CHANGES TO STATE RESOURCES. (PARTS II AND III SHOULD BE SUBMITTED WITH PART I, BUT AS SEPARATE CABLE.) WHEN APPROPRIATE, RESOURCE RECOMMENDATIONS SHOULD BE RELATED TO COURSES OF ACTION PROPOSED IN PART I. STATE DEPARTMENT RESOURCES DIRECTLY RELATED TO THESE COURSES OF ACTION WILL USUALLY BE THOSE OF EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, BUT MAY INCLUDE OTHERS.

5. COMMERCIAL RESOURCE RECOMMENDATIONS SHOULD DERIVE FROM UNCLASSIFIED

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COUNTRY COMMERCIAL PROGRAM OR OTHER COMMERCIAL PLANNING. CONSULAR RESOURCE RECOMMENDATIONS SHOULD BE BASED ON TYPE OF WORKLOAD ANALYSIS REQUIRED IN CONSULAR PACKAGE LATER IN CYCLE, BUT WITHOUT EXTENSIVE ARRAYS OF STATISTICAL DATA. EXCEPT IN VERY FAST-BREAKING SITUATIONS, RESOURCE CHANGES ATTRIBUTABLE TO CONSULAR WORK REQUESTED IN CONSULAR PACKAGE WOULD FIRST HAVE APPEARED IN POST POLICY AND RESOURCE ASSESSMENT. YOUR RECOMMENDATIONS ON ADMINISTRATIVE RESOURCES SHOULD BE BASED ON ANTICIPATED CHANGES IN POST'S ADMINISTRATIVE SUPPORT WORKLOAD.

6. AS MENTIONED PREVIOUSLY, YOUR RESOURCE RECOMMENDATIONS WILL BE REVIEWED BY BUREAUS AND PPG. THOSE REQUIREMENTS THAT CANNOT BE MET THROUGH POST REPROGRAMMING WILL BE CONSIDERED FOR INCLUSION IN FY-79 DEPARTMENTAL BUDGET. WHERE FEASIBLE, YOU SHOULD IDENTIFY NEEDS FOR RESOURCES THAT WILL NOT OCCUR UNTIL FY-79; THIS SHOULD BE POSSIBLE FOR EXPANDED COMMERCIAL PROGRAMS AND PREDICTABLE INCREASES IN CONSULAR AND ADMINISTRATIVE WORKLOAD. WE RECOGNIZE, HOWEVER, THAT THERE MAY BE SOME REQUIREMENTS THAT SHOULD BE MET BEFORE FY-79, EVEN THOUGH FY-78 BUDGET IS ALREADY LARGELY ESTABLISHED. WE WILL SEEK TO MEET MOST URGENT OF THESE REQUIREMENTS AS RESOURCES BECOME AVAILABLE THROUGH REPROGRAMMING, BUT I MUST STRESS THAT THESE RESOURCES WILL BE EXTREMELY LIMITED.

7. NSC INTERDEPARTMENTAL GROUP REVIEW.

PARTS I AND II OF THE ASSESSMENT WILL BE REVIEWED BY THE NSC INTERDEPARTMENTAL GROUP IN CASES WHERE REGIONAL BUREAUS DETERMINE THIS TO BE APPROPRIATE.

8. US MISSIONS TO INTERNATIONAL ORGANIZATIONS.

BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS WILL PROVIDE INSTRUCTIONS TO THOSE US MISSIONS TO INTERNATIONAL ORGANIZATIONS.
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ZATIONS PARTICIPATING IN CYCLE.

9. RESOURCE PLANNING GUIDANCE.

IN ITS FY-79 BROAD TRENDS PAPER, SP FORESEES GENERAL INCREASE IN DEPARTMENT'S WORKLOAD. AT SAME TIME, HOWEVER, WE EXPECT CURRENT PERIOD OF BUDGET AUSTERITY TO RUN BEYOND FY-79, AS ADMINISTRATION AIMS FOR BALANCED BUDGET. PROSPECT IS THEREFORE THAT RESOURCES FOR INITIATIVES WILL HAVE TO BE FOUND LARGELY THROUGH REPROGRAMMING. SUCH REPROGRAMMING WILL REQUIRE HARD LOOK AT CURRENT ACTIVITIES TO IDENTIFY THOSE THAT COULD BE GIVEN UP OR PERFORMED WITH FEWER RESOURCES. IN PREPARING YOUR ASSESSMENT, THEREFORE, YOU SHOULD PLAN FOR LITTLE IF ANY NET INCREASE IN RESOURCES OVER FY-78 LEVELS EXCEPTING INCREASES NECESSITATED BY INFLATION AND STRICTLY MANDATORY WORKLOAD.

10. FOLLOWING IS THE FORMAT YOU SHOULD USE IN PREPARING YOUR ASSESSMENTS.

11. PART I - POLICY ASSESSMENTS

A. US INTERESTS.

DESCRIBE BRIEFLY THE PRINCIPAL LONG-TERM US INTERESTS IN YOUR COUNTRY AND HOW THEY ACCORD WITH GLOBAL AND REGIONAL INTERESTS AS OUTLINED IN THE S/P BROAD TRENDS FORECAST AND THE REGIONAL BUREAU SUPPLEMENT TO IT.

B. OVERVIEW

LOOKING FORWARD OVER THE NEXT ONE OR TWO YEARS, YOU SHOULD DESCRIBE ENVIRONMENTAL FACTORS LIKELY TO BE OF PARTICULAR IMPORTANCE FOR OUR PRIMARY BILATERAL AND MULTILATERAL INTERESTS AND ASSESS THE VALIDITY OF CURRENT POLICIES TO PURSUE THESE INTERESTS. TAKE ACCOUNT OF SECURITY AND OTHER UNCLASSIFIED

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COMMITMENTS OF MAJOR IMPORTANCE.

WHILE YOU SHOULD DRAW ON RECENT DEVELOPMENTS WITHIN YOUR COUNTRY OR REGION AS REQUIRED TO IDENTIFY FUTURE TRENDS AND PROBLEMS LIKELY TO AFFECT US INTERESTS AND OBJECTIVES, YOUR ANALYSIS SHOULD BE PRIMARILY FORWARD-LOOKING RATHER THAN RETROSPECTIVE. IT SHOULD NOT BE AN ANNUAL POLITICAL REPORT.

C. OBJECTIVES, COURSES OF ACTION, AND ISSUES.

DISCUSS THE KEY BILATERAL AND MULTILATERAL US OBJECTIVES

IN YOUR COUNTRY IN THE LIGHT OF S/P AND BUREAU PAPERS AND OUTLINE THE ACTIONS YOU PROPOSE THAT THE US GOVERNMENT TAKE IN PURSUIT OF THESE OBJECTIVES. WHERE S/P AND BUREAU POLICY EMPHASES APPLY, RELATE YOUR OBJECTIVES AND PROPOSED ACTION EXPLICITLY TO THEM. BRIEFLY DESCRIBE HOW OTHER AGENCIES WILL PARTICIPATE IN THE MISSION'S EFFORTS. IF YOU FORESEE PROBLEMS WITH CURRENT POLICIES AS THEY APPLY IN YOUR COUNTRY, THIS IS ONE PLACE TO BRING THEM OUT. IF THERE ARE BASIC DIFFERENCES OF OPINION WITHIN THE MISSION, IT WOULD BE HELPFUL TO PRESENT THEM.

IF THERE ARE SPECIFIC ISSUES THAT WILL REQUIRE AN EARLY WASHINGTON DECISION ON THE COURSE OF ACTION TO BE FOLLOWED, DESCRIBE THE PROBLEM AND EVALUATE THE MOST FEASIBLE OPTIONS.

12. PART II - RESOURCE ASSESSMENTS

A. STATE

JUSTIFY BRIEFLY BY FUNCTION HOW YOUR PRESENT STATE RESOURCES, INCLUDING THOSE OF CONSTITUENT POSTS, ARE USED TO PURSUE THE COURSES OF ACTION PROPOSED IN PART I. (FUNCTIONS UNCLASSIFIED

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INCLUDE POLITICAL, ECONOMIC, COMMERCIAL, CONSULAR, ADMINISTRATION, COMMUNICATIONS, SECURITY AND ANY REGIONAL OFFICES THAT MAY BE LOCATED AT THE MISSION. DISCUSS ORGANIZATIONALLY DISTINCT SUB-FUNCTIONS SUCH AS TRADE CENTERS SEPARATELY.) IN REVIEWING YOUR PRESENT STAFFING, TAKE THE OPPORTUNITY TO DETERMINE WHETHER THE ORGANIZATION OF YOUR MISSION COULD BE RESTRUCTURED TO FOCUS RESOURCES MORE DIRECTLY ON THE MOST IMPORTANT OBJECTIVES. YOU SHOULD ASSUME THAT NEW HIGH PRIORITY REQUIREMENTS WILL NORMALLY HAVE TO BE MET THROUGH REPROGRAMMING WITHIN YOUR MISSION. THE MISSION STAFFING CHART (FORMAT BELOW) SHOULD PRESENT IN TABULAR FORM YOUR PROPOSED STAFFING CHANGES.

THE POSITIONS MOST DIRECTLY RELATED TO NEW POLICY EMPHASES WILL USUALLY BE IN THE EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, ALTHOUGH THESE EMPHASES COULD INVOLVE COMMERCIAL OR CONSULAR POSITIONS (E.G., TO PROVIDE MORE ATTENTION TO AMERICANS IMPRISONED ABROAD). COMMERCIAL STAFFING AND FUNDING RECOMMENDATIONS SHOULD BE DIRECTLY LINKED TO YOUR COUNTRY COMMERCIAL PLAN OR OTHER POST COMMERCIAL PLANNING. SIMILARLY, RECOMMENDATIONS ON CONSULAR RESOURCES SHOULD BE BASED ON THE CONSULAR WORKLOAD DATA FORWARDED TO SCA. ADMINISTRATIVE REQUIREMENTS SHOULD BE JUSTIFIED IN TERMS OF YOUR OVERALL ADMINISTRATIVE SUPPORT WORKLOAD.

B. OTHER AGENCY PROGRAMS AND RESOURCE LEVELS.

IN THIS SECTION YOU SHOULD ASSESS THE PROGRAMS OF OTHER AGENCIES IN RELATION TO THE OBJECTIVES OUTLINED IN PART I AND EVALUATE THEIR FUNDING AND STAFF LEVELS. YOU SHOULD INCLUDE RECOMMENDATIONS FOR ANY ACTION THAT MAY BE NEEDED IN WASHINGTON WITH RESPECT TO THESE PROGRAMS.

13. PART III - STATE PERSONNEL RECOMMENDATIONS

A. REPROGRAMMING.

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DESCRIBE HERE ANY REPROGRAMMING THAT MIGHT BE DONE WITHIN YOUR MISSION TO FOCUS RESOURCES ON PRIORITY OBJECTIVES (INCLUDING REPROGRAMMING FROM CONSTITUENT POSTS OR OTHER SECTIONS OF THE MISSION). THE DEPARTMENT IS AWARE THAT REPROGRAMMING MAY NOT BE FEASIBLE AT THE SMALLEST POSTS. IF LARGER MISSIONS ARE UNABLE TO PUT FORWARD REPROGRAMMING PROPOSALS, THE DEPARTMENT WILL ASSUME THAT EXISTING POSITIONS ARE MORE IMPORTANT THAN ANY NEW ONES REQUESTED.

B. INCREASES/DECREASES

IF REPROGRAMMING CANNOT MEET YOUR REQUIREMENTS, FULLY JUSTIFY ANY ADDITIONAL POSITIONS OR FUNDS REQUESTED (APART FROM FUNDS NEEDED FOR WAGE AND PRICE AND OTHER MANDATORY INCREASES WHICH WILL BE REQUESTED IN THE FIELD BUDGET SUBMISSION) IN TERMS OF:

-- THEIR SPECIFIC PURPOSE IN PURSUING THE COURSES OF ACTION OUTLINED IN PART I;

-- YOUR COMMERCIAL PLAN (OR COMMERCIAL WORKLOAD, IF NO PLAN IS PREPARED);

-- CONSULAR WORKLOAD; OR

-- CHANGES IN WORKING ENVIRONMENT OF YOUR MISSION THAT WILL SIGNIFICANTLY AFFECT THE ADMINISTRATIVE WORKLOAD OVER THE NEXT YEAR OR TWO (INCLUDING SECURITY AND COMMUNICATIONS).

STATE WHETHER NEW ADMINISTRATIVE POSITIONS REQUESTED WOULD BE CORE OR DAS. ALL POSTS SHOULD IDENTIFY POSITIONS WHICH ARE NO LONGER NECESSARY TO FULFILL MISSION OBJECTIVES.

C. LOWER PRIORITY POSITIONS

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IF THE DEPARTMENT IS TO REALLOCATE POSITIONS EFFECTIVELY

TO MEET NEW HIGH PRIORITY NEEDS, IT MUST HAVE A WORKABLE

PROCEDURE FOR IDENTIFYING LOWER PRIORITY POSITIONS BOTH IN WASHINGTON AND ABROAD. TO THE EXTENT THAT FURTHER RE-PROGRAMMING IS NECESSARY, BUREAUS AND OFFICES WILL BE ASKED TO PROVIDE PRIORITY-RANKED LISTS OF REPROGRAMMABLE STATE DIRECT AMERICAN AND FSL POSITIONS FOR CONSIDERATION ON A GLOBAL BASIS. TO ASSIST THE REGIONAL BUREAUS AND THE PPG IN THIS TASK, YOU SHOULD IDENTIFY THE LOWEST PRIORITY STATE POSITIONS AND BRIEFLY EVALUATE THE EFFECT ON YOUR PROGRAMS AND OPERATIONS IF THESE POSITIONS WERE TO BE WITHDRAWN. A TARGET FIGURE FOR MISSIONS (INCLUDING CONSTITUENT POSTS) WITH 20 OR MORE STATE DIRECT AMERICAN POSITIONS SHOULD BE FIVE PERCENT OF THE AMERICAN AND FIVE PERCENT OF THE STATE DEPARTMENT DIRECT FSL COMPLEMENT. MISSIONS WITH AMERICAN COMPLEMENTS OF LESS THAN 20 BUT MORE THAN 12 AMERICAN POSITIONS SHOULD IDENTIFY AT LEAST ONE STATE DEPARTMENT DIRECT AMERICAN AND ONE FSL LOW PRIORITY POSITION. NO SUBMISSION IS REQUIRED FROM MISSIONS WITH LESS THAN 12 AMERICAN POSITIONS.

IN IDENTIFYING LOW PRIORITY POSITIONS, YOU SHOULD BEAR IN MIND THE DEPARTMENT'S LONG-TERM INTEREST IN JUNIOR OFFICER TRAINING ABROAD AS WELL AS ITS RESPONSIBILITY TO SERVE THE LEGITIMATE NEEDS OF OTHER AGENCIES.

14. MISSION STAFFING CHART. (ON NEXT PAGE)

AGENCY/ FUNCTION	CURRENT FY 77			
	AMER.	AMER.	FSL	FSL
--	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE
UNCLASSIFIED

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POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
REGIONAL
OFFICES

OTHER AGENCIES
USIS
AGRIC
TREAS
JUST
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(SPECIFY)

AGENCY/ PROJECTED FY 79
FUNCTION AMER. AMER. FSL FSL
-- OFFS. STAFF PROFES. STAFF

STATE
EXECUTIVE
POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
REGIONAL
OFFICES

NOTES ON PREPARING MISSION STAFFING CHART

1. FY 79 PROJECTIONS SHOULD REFLECT CHANGES JUSTIFIED IN
THE TEXT OF THE MISSION'S ASSESSMENT.
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2. IN CASES OF RESPONSIBILITIES OVERLAPPING FUNCTIONS
(E.G., POLITICAL/ECONOMIC OFFICER, ADMINISTRATIVE/CONSULAR
SECRETARY), LIST ACCORDING TO THE MORE IMPORTANT RE-
SPONSIBILITY, AND FOOTNOTE.
3. SPECIFY THE FUNCTION OF ANY REGIONAL OFFICES.
4. PREPARE SEPARATE CHART FOR EACH CONSTITUENT POST.
5. FY 79 OTHER AGENCY DATA IS OMITTED FOR FY 1979
PROJECTION.
6. IDENTIFY ADMINISTRATIVE POSITIONS AS CORE OR DAS.
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FOLLOWING REPEAT STATE 038356 ACTION ALL DIPLOMATIC POSTS
BEIRUT DTD 19 FEB

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UNCLAS STATE 038356

FOR AMBASSADOR FROM DEPUTY UNDER SECRETARY FOR MANAGEMENT

E.O. 11652: N/A

TAGS: AMGT, PFOR, XX

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DEPARTMENT'S ANNUAL BUDGET. GOALS ARE TO ENSURE THAT YOUR MISSION'S OBJECTIVES REFLECT OVERALL DEPARTMENTAL POLICY PRIORITIES, TO ESTABLISH US POLICY GUIDELINES TOWARDS YOUR COUNTRY FOR NEXT YEAR OR TWO, AND TO ALLOCATE OR REPROGRAM RESOURCES TO MEET HIGHEST PRIORITY NEW REQUIREMENTS. SO THAT PPG WILL HAVE NECESSARY INFORMATION AT HAND WHEN NEEDED, WE HAVE DEVELOPED SCHEDULE AND FORMAT FOR POST SUBMISSIONS THAT SHOULD GIVE YOU OPPORTUNITY TO ASSESS APPLICATION OF EXISTING POLICY TOWARD YOUR COUNTRY, TO MAKE POLICY RECOMMENDATIONS FOR NEAR TERM AND MAKE IT EASIER FOR DEPARTMENT TO TAKE ACCOUNT OF YOUR REQUIREMENTS IN RE-ALLOCATING RESOURCES GLOBALLY. SIMILAR FORMAT TO REVIEW ACTIVITIES OF DEPARTMENTAL OFFICES HAS ALSO BEEN DEVELOPED FOR USE IN ASSESSMENT PROCESS.

2. NEW POLICY AND RESOURCE ASSESSMENTS WILL REPLACE PARAS, CASPS AND ANNUAL POLICY ASSESSMENTS. WE ARE KEEPING FORMAT LEAN AND FLEXIBLE SO THAT IT CAN BE ADJUSTED AS WE GAIN EXPERIENCE WITH CYCLE. IF THIS PROCEDURE IS TO WORK, POLICY AND RESOURCE ASSESSMENTS WILL REQUIRE YOUR CLOSE PERSONAL ATTENTION AND CANDID VIEWS BOTH ON POLICY AND RESOURCES. THIS IS AN OPPORTUNITY FOR YOU TO RESPOND TO THE SECRETARY'S INTERESTS EXPRESSED IN STATE 015063.

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THE FIRST STEP IN THE CYCLE IS AN S/P FORECAST (SEPTTEL), PREPARED IN CONSULTATION WITH THE GEOGRAPHIC AND FUNCTIONAL

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POLICY AND RESOURCE ASSESSMENTS HAVE DUAL PURPOSE:

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B. TO RELATE POLICY AND WORKLOAD TO RESOURCE REQUIREMENTS AT COUNTRY LEVEL. IN PART II, POST IS ASKED TO EVALUATE LEVEL AND MIX OF ITS CURRENT RESOURCES, INCLUDING THOSE OF OTHER AGENCIES. PART III IS INCLUDED FOR SPECIFIC PROPOSALS ON REPROGRAMMING AND OTHER CHANGES TO STATE RESOURCES. (PARTS II AND III SHOULD BE SUBMITTED WITH PART I, BUT AS SEPARATE CABLE.) WHEN APPROPRIATE, RESOURCE RECOMMENDATIONS SHOULD BE RELATED TO COURSES OF UNCLASSIFIED

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ACTION PROPOSED IN PART I. STATE DEPARTMENT RESOURCES DIRECTLY RELATED TO THESE COURSES OF ACTION WILL USUALLY

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BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS WILL PROVIDE INSTRUCTIONS TO THOSE US MISSIONS TO INTERNATIONAL ORGANIZATIONS PARTICIPATING IN CYCLE.

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IN ITS FY-79 BROAD TRENDS PAPER, SP FORESEES GENERAL INCREASE IN DEPARTMENT'S WORKLOAD. AT SAME TIME, HOWEVER, WE EXPECT CURRENT PERIOD OF BUDGET AUSTERITY TO RUN BEYOND FY-79, AS ADMINISTRATION AIMS FOR BALANCED BUDGET. PROSPECT IS THEREFORE THAT RESOURCES FOR INITIATIVES WILL HAVE TO BE FOUND LARGELY THROUGH REPROGRAMMING. SUCH REPROGRAM-

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11. PART I - POLICY ASSESSMENTS

A. US INTERESTS.

DESCRIBE BRIEFLY THE PRINCIPAL LONG-TERM US INTERESTS IN YOUR COUNTRY AND HOW THEY ACCORD WITH GLOBAL AND REGIONAL INTERESTS AS OUTLINED IN THE S/P BROAD TRENDS FORECAST AND THE REGIONAL BUREAU SUPPLEMENT TO IT.

B. OVERVIEW
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WHILE YOU SHOULD DRAW ON RECENT DEVELOPMENTS WITHIN YOUR COUNTRY OR REGION AS REQUIRED TO IDENTIFY FUTURE TRENDS AND PROBLEMS LIKELY TO AFFECT US INTERESTS AND OBJECTIVES, YOUR ANALYSIS SHOULD BE PRIMARILY FORWARD-LOOKING RATHER THAN RETROSPECTIVE. IT SHOULD NOT BE AN ANNUAL POLITICAL REPORT.

C. OBJECTIVES, COURSES OF ACTION, AND ISSUES.

DISCUSS THE KEY BILATERAL AND MULTILATERAL US OBJECTIVES

IN YOUR COUNTRY IN THE LIGHT OF S/P AND BUREAU PAPERS AND OUTLINE THE ACTIONS YOU PROPOSE THAT THE US GOVERNMENT TAKE IN PURSUIT OF THESE OBJECTIVES. WHERE S/P AND BUREAU POLICY EMPHASES APPLY, RELATE YOUR OBJECTIVES AND PROPOSED ACTION EXPLICITLY TO THEM. BRIEFLY DESCRIBE HOW OTHER AGENCIES WILL PARTICIPATE IN THE MISSION'S EFFORTS. IF YOU FORESEE PROBLEMS WITH CURRENT POLICIES AS THEY APPLY IN YOUR COUNTRY, THIS IS ONE PLACE TO BRING THEM OUT. IF THERE ARE BASIC DIFFERENCES OF OPINION WITHIN THE MISSION, IT WOULD BE HELPFUL TO PRESENT THEM.

IF THERE ARE SPECIFIC ISSUES THAT WILL REQUIRE AN EARLY

WASHINGTON DECISION ON THE COURSE OF ACTION TO BE FOLLOWED,
DESCRIBE THE PROBLEM AND EVALUATE THE MOST FEASIBLE
OPTIONS.

12. PART II - RESOURCE ASSESSMENTS
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A. STATE

JUSTIFY BRIEFLY BY FUNCTION HOW YOUR PRESENT STATE RESOURCES, INCLUDING THOSE OF CONSTITUENT POSTS, ARE USED TO PURSUE THE COURSES OF ACTION PROPOSED IN PART I. (FUNCTIONS INCLUDE POLITICAL, ECONOMIC, COMMERCIAL, CONSULAR, ADMINISTRATION, COMMUNICATIONS, SECURITY AND ANY REGIONAL OFFICES THAT MAY BE LOCATED AT THE MISSION. DISCUSS ORGANIZATIONALLY DISTINCT SUB-FUNCTIONS SUCH AS TRADE CENTERS SEPARATELY.) IN REVIEWING YOUR PRESENT STAFFING, TAKE THE OPPORTUNITY TO DETERMINE WHETHER THE ORGANIZATION OF YOUR MISSION COULD BE RESTRUCTURED TO FOCUS RESOURCES MORE DIRECTLY ON THE MOST IMPORTANT OBJECTIVES. YOU SHOULD ASSUME THAT NEW HIGH PRIORITY REQUIREMENTS WILL NORMALLY HAVE TO BE MET THROUGH REPROGRAMMING WITHIN YOUR MISSION. THE MISSION STAFFING CHART (FORMAT BELOW) SHOULD PRESENT IN TABULAR FORM YOUR PROPOSED STAFFING CHANGES.

THE POSITIONS MOST DIRECTLY RELATED TO NEW POLICY EMPHASES WILL USUALLY BE IN THE EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, ALTHOUGH THESE EMPHASES COULD INVOLVE COMMERCIAL OR CONSULAR POSITIONS (E.G., TO PROVIDE MORE ATTENTION TO AMERICANS IMPRISONED ABROAD). COMMERCIAL STAFFING AND FUNDING RECOMMENDATIONS SHOULD BE DIRECTLY LINKED TO YOUR COUNTRY COMMERCIAL PLAN OR OTHER POST COMMERCIAL PLANNING. SIMILARLY, RECOMMENDATIONS ON CONSULAR RESOURCES SHOULD BE BASED ON THE CONSULAR WORKLOAD DATA FORWARDED TO SCA. ADMINISTRATIVE REQUIREMENTS SHOULD BE JUSTIFIED IN TERMS OF YOUR OVERALL ADMINISTRATIVE SUPPORT WORKLOAD.

B. OTHER AGENCY PROGRAMS AND RESOURCE LEVELS.

IN THIS SECTION YOU SHOULD ASSESS THE PROGRAMS OF OTHER AGENCIES IN RELATION TO THE OBJECTIVES OUTLINED IN PART I AND EVALUATE THEIR FUNDING AND STAFF LEVELS. YOU SHOULD
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INCLUDE RECOMMENDATIONS FOR ANY ACTION THAT MAY BE NEEDED IN WASHINGTON WITH RESPECT TO THESE PROGRAMS.

13. PART III - STATE PERSONNEL RECOMMENDATIONS

A. REPROGRAMMING.

DESCRIBE HERE ANY REPROGRAMMING THAT MIGHT BE DONE WITHIN YOUR MISSION TO FOCUS RESOURCES ON PRIORITY OBJECTIVES (INCLUDING REPROGRAMMING FROM CONSTITUENT POSTS OR OTHER SECTIONS OF THE MISSION). THE DEPARTMENT IS AWARE THAT REPROGRAMMING MAY NOT BE FEASIBLE AT THE SMALLEST POSTS. IF LARGER MISSIONS ARE UNABLE TO PUT FORWARD REPROGRAMMING PROPOSALS, THE DEPARTMENT WILL ASSUME THAT EXISTING POSITIONS ARE MORE IMPORTANT THAN ANY NEW ONES REQUESTED.

B. INCREASES/DECREASES

IF REPROGRAMMING CANNOT MEET YOUR REQUIREMENTS, FULLY JUSTIFY ANY ADDITIONAL POSITIONS OR FUNDS REQUESTED (APART FROM FUNDS NEEDED FOR WAGE AND PRICE AND OTHER MANDATORY INCREASES WHICH WILL BE REQUESTED IN THE FIELD BUDGET SUBMISSION) IN TERMS OF:

-- THEIR SPECIFIC PURPOSE IN PURSUING THE COURSES OF ACTION OUTLINED IN PART I;

-- YOUR COMMERCIAL PLAN (OR COMMERCIAL WORKLOAD, IF NO PLAN IS PREPARED);

-- CONSULAR WORKLOAD; OR

-- CHANGES IN WORKING ENVIRONMENT OF YOUR MISSION THAT WILL SIGNIFICANTLY AFFECT THE ADMINISTRATIVE WORKLOAD OVER THE NEXT YEAR OR TWO (INCLUDING SECURITY AND COMMUNICATIONS).

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STATE WHETHER NEW ADMINISTRATIVE POSITIONS REQUESTED WOULD BE CORE OR DAS. ALL POSTS SHOULD IDENTIFY POSITIONS WHICH ARE NO LONGER NECESSARY TO FULFILL MISSION OBJECTIVES.

C. LOWER PRIORITY POSITIONS

IF THE DEPARTMENT IS TO REALLOCATE POSITIONS EFFECTIVELY TO MEET NEW HIGH PRIORITY NEEDS, IT MUST HAVE A WORKABLE

PROCEDURE FOR IDENTIFYING LOWER PRIORITY POSITIONS BOTH IN WASHINGTON AND ABROAD. TO THE EXTENT THAT FURTHER REPROGRAMMING IS NECESSARY, BUREAUS AND OFFICES WILL BE ASKED TO PROVIDE PRIORITY-RANKED LISTS OF REPROGRAMMABLE STATE DIRECT AMERICAN AND FSL POSITIONS FOR CONSIDERATION ON A GLOBAL BASIS. TO ASSIST THE REGIONAL BUREAUS AND THE PPG IN THIS TASK, YOU SHOULD IDENTIFY THE LOWEST PRIORITY STATE POSITIONS AND BRIEFLY EVALUATE THE EFFECT ON YOUR PROGRAMS AND OPERATIONS IF THESE POSITIONS WERE TO BE WITHDRAWN. A TARGET FIGURE FOR MISSIONS (INCLUDING CONSTITUENT POSTS) WITH 20 OR MORE STATE DIRECT AMERICAN

POSITIONS SHOULD BE FIVE PERCENT OF THE AMERICAN AND FIVE PERCENT OF THE STATE DEPARTMENT DIRECT FSL COMPLEMENT. MISSIONS WITH AMERICAN COMPLEMENTS OF LESS THAN 20 BUT MORE THAN 12 AMERICAN POSITIONS SHOULD IDENTIFY AT LEAST ONE STATE DEPARTMENT DIRECT AMERICAN AND ONE FSL LOW PRIORITY POSITION. NO SUBMISSION IS REQUIRED FROM MISSIONS WITH LESS THAN 12 AMERICAN POSITIONS.

IN IDENTIFYING LOW PRIORITY POSITIONS, YOU SHOULD BEAR IN MIND THE DEPARTMENT'S LONG-TERM INTEREST IN JUNIOR OFFICER TRAINING ABROAD AS WELL AS ITS RESPONSIBILITY TO SERVE THE LEGITIMATE NEEDS OF OTHER AGENCIES.

14. MISSION STAFFING CHART. (ON NEXT PAGE)

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AGENCY/	CURRENT FY 77			
FUNCTION	AMER.	AMER.	FSL	FSL
--	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE
POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
REGIONAL
OFFICES

OTHER AGENCIES
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AGENCY/	PROJECTED FY 79			
FUNCTION	AMER.	AMER.	FSL	FSL
--	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE
POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY

REGIONAL
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OFFICES

NOTES ON PREPARING MISSION STAFFING CHART

1. FY 79 PROJECTIONS SHOULD REFLECT CHANGES JUSTIFIED IN THE TEXT OF THE MISSION'S ASSESSMENT.
 2. IN CASES OF RESPONSIBILITIES OVERLAPPING FUNCTIONS (E.G., POLITICAL/ECONOMIC OFFICER, ADMINISTRATIVE/CONSULAR SECRETARY), LIST ACCORDING TO THE MORE IMPORTANT RESPONSIBILITY, AND FOOTNOTE.
 3. SPECIFY THE FUNCTION OF ANY REGIONAL OFFICES.
 4. PREPARE SEPARATE CHART FOR EACH CONSTITUENT POST.
 5. FY 79 OTHER AGENCY DATA IS OMITTED FOR FY 1979 PROJECTION.
 6. IDENTIFY ADMINISTRATIVE POSITIONS AS CORE OR DAS.
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TO AMCONSUL MARTINIQUE IMMEDIATE

AMCONSUL CURACAO IMMEDIATE

UNCLAS STATE 038356

FOLLOWING REPEAT STATE 038356 SENT HAMILTON 16 MAR 77

QUOTE UNCLAS STATE 038356

FOLLOWING TEL SENT ACTION BAGHDAD FROM STATE FEB 25:

QUOTE UNCLAS STATE 038356

FOLLOWING REPEAT STATE 038356 ACTION ALL DIPLOMATIC POSTS,
BEIRUT DTD 19 FEB

QTE UNCLAS STATE 038356

FOR AMBASSADOR FROM DEPUTY UNDER SECRETARY FOR MANAGEMENT

E.O. 11652: N/A

TAGS: AMGT, PFOR, XX

SUBJECT: ANNUAL POLICY AND RESOURCE ASSESSMENTS

REF: STATE A-1760; STATE 016775; STATE 015063

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1. POLICY ASSESSMENT AND RESOURCE MANAGEMENT CYCLE, DESCRIBED IN A-1760, DATED 3/26/76, PROVIDES FRAMEWORK WITHIN WHICH WASHINGTON AND FIELD CAN CONDUCT ANNUAL POLICY REVIEW AND PROVIDE PRIORITIES POLICY GROUP WITH INFORMATION NECESSARY TO CARRY OUT ITS RESPONSIBILITY IN FORMULATING DEPARTMENT'S ANNUAL BUDGET. GOALS ARE TO ENSURE THAT YOUR MISSION'S OBJECTIVES REFLECT OVERALL DEPARTMENTAL POLICY PRIORITIES, TO ESTABLISH US POLICY GUIDELINES TOWARDS YOUR COUNTRY FOR NEXT YEAR OR TWO, AND TO ALLOCATE OR REPROGRAM RESOURCES TO MEET HIGHEST PRIORITY NEW REQUIREMENTS. SO THAT PPG WILL HAVE NECESSARY INFORMATION AT HAND WHEN NEEDED, WE HAVE DEVELOPED SCHEDULE AND FORMAT FOR POST SUBMISSIONS THAT SHOULD GIVE YOU OPPORTUNITY TO ASSESS APPLICATION OF EXISTING POLICY TOWARD YOUR COUNTRY, TO MAKE POLICY RECOMMENDATIONS FOR NEAR TERM AND MAKE IT EASIER FOR DEPARTMENT TO TAKE ACCOUNT OF YOUR REQUIREMENTS IN RE-ALLOCATING RESOURCES GLOBALLY. SIMILAR FORMAT TO REVIEW ACTIVITIES OF DEPARTMENTAL OFFICES HAS ALSO BEEN DEVELOPED FOR USE IN ASSESSMENT PROCESS.

2. NEW POLICY AND RESOURCE ASSESSMENTS WILL REPLACE PARAS, CASPS AND ANNUAL POLICY ASSESSMENTS. WE ARE KEEPING FORMAT LEAN AND FLEXIBLE SO THAT IT CAN BE ADJUSTED AS WE GAIN EXPERIENCE WITH CYCLE. IF THIS PROCEDURE IS TO WORK, POLICY AND RESOURCE ASSESSMENTS WILL REQUIRE YOUR CLOSE PERSONAL ATTENTION AND CANDID VIEWS BOTH ON POLICY AND RESOURCES. THIS IS AN OPPORTUNITY FOR YOU TO RESPOND TO THE SECRETARY'S INTERESTS EXPRESSED IN STATE 015063.

3. THE POLICY ANALYSIS AND RESOURCE MANAGEMENT CYCLE.

THE FIRST STEP IN THE CYCLE IS AN S/P FORECAST (SEPTTEL), PREPARED IN CONSULTATION WITH THE GEOGRAPHIC AND FUNCTIONAL BUREAUS, THAT SETS FORTH THE ISSUES AND TRENDS THAT ARE EXPECTED TO BE OF PARTICULAR IMPORTANCE OVER THE NEXT YEAR
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OR TWO. GEOGRAPHIC BUREAUS WILL PROVIDE MORE SPECIFIC REGIONAL EMPHASIS BY FEBRUARY 25. THE POST POLICY AND

RESOURCE ASSESSMENTS SHOULD ARRIVE BY CABLE IN WASHINGTON BY MARCH 31 TO ALLOW BUREAUS TIME TO REVIEW THE ASSESSMENTS AND DRAW ON THEM IN PREPARING BUREAU ASSESSMENTS FOR THE PPG. IN MAY, THE PPG WILL REVIEW ASSESSMENT PAPERS AND PROVIDE GUIDANCE FOR BUREAU BUDGET HEARINGS. AT SAME TIME, DEPARTMENT PLANS TO ISSUE BROAD POLICY GUIDANCE TO POSTS. SINCE FY-77 AND FY-78 BUDGETS ARE PAST THE POINT WHERE THEY CAN BE SUBSTANTIALLY CHANGED, ANY NET NEW REQUIREMENT, ASIDE FROM THOSE WHICH CAN BE MET THROUGH REPROGRAMMING, WOULD HAVE TO BE INCLUDED IN THE FY-79 BUDGET PROPOSALS. AFTER THE HEARINGS THE BUDGET OFFICE WILL SUBMIT A DRAFT DEPARTMENT FY-79 BUDGET, INCLUDING OPTIONS, TO THE PPG FOR ITS SECOND REVIEW IN AUGUST. THE PPG WILL THEN RECOMMEND TO M ON STAFFING AND FUNDING LEVELS AND ON THE DISTRIBUTION OF REQUESTED NEW RESOURCES TO BE INCLUDED IN OUR BUDGET PROPOSAL TO OMB BY SEPTEMBER 15.

4. ANNUAL POLICY AND RESOURCE ASSESSMENTS.

POLICY AND RESOURCE ASSESSMENTS HAVE DUAL PURPOSE:

A. TO DEFINE AND PROJECT US POLICY TOWARD A COUNTRY (MISSIONS TO INTERNATIONAL ORGANIZATIONS SHOULD READ INTERNATIONAL ORGANIZATION FOR COUNTRY). PART I OF ASSESSMENT WILL CONSTITUTE POST'S POLICY PROPOSALS IN RESPONSE TO S/P AND BUREAU FORECASTS. IT SHOULD BE FIRST PERSON TELEGRAPHIC MESSAGE WRITTEN OR EXPRESSLY APPROVED BY AMBASSADOR. EMPHASIS SHOULD BE ON CONCISENESS; THE PAPER SHOULD BE AS SHORT AS IMPORTANCE OF COUNTRY TO US INTERESTS AND COMPLEXITY OF OUR POLICY PROBLEMS WITH IT ALLOW.

B. TO RELATE POLICY AND WORKLOAD TO RESOURCE REQUIREMENTS AT COUNTRY LEVEL. IN PART II, POST IS ASKED TO EVALUATE
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LEVEL AND MIX OF ITS CURRENT RESOURCES, INCLUDING THOSE OF OTHER AGENCIES. PART III IS INCLUDED FOR SPECIFIC PROPOSALS ON REPROGRAMMING AND OTHER CHANGES TO STATE RESOURCES. (PARTS II AND III SHOULD BE SUBMITTED WITH PART I, BUT AS SEPARATE CABLE.) WHEN APPROPRIATE, RESOURCE RECOMMENDATIONS SHOULD BE RELATED TO COURSES OF ACTION PROPOSED IN PART I. STATE DEPARTMENT RESOURCES DIRECTLY RELATED TO THESE COURSES OF ACTION WILL USUALLY BE THOSE OF EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, BUT MAY INCLUDE OTHERS.

5. COMMERCIAL RESOURCE RECOMMENDATIONS SHOULD DERIVE FROM COUNTRY COMMERCIAL PROGRAM OR OTHER COMMERCIAL PLANNING. CONSULAR RESOURCE RECOMMENDATIONS SHOULD BE BASED ON TYPE OF WORKLOAD ANALYSIS REQUIRED IN CONSULAR PACKAGE LATER IN CYCLE, BUT WITHOUT EXTENSIVE ARRAYS OF STATISTICAL DATA.

EXCEPT IN VERY FAST-BREAKING SITUATIONS, RESOURCE CHANGES ATTRIBUTABLE TO CONSULAR WORK REQUESTED IN CONSULAR PACKAGE WOULD FIRST HAVE APPEARED IN POST POLICY AND RESOURCE ASSESSMENT. YOUR RECOMMENDATIONS ON ADMINISTRATIVE RESOURCES SHOULD BE BASED ON ANTICIPATED CHANGES IN POST'S ADMINISTRATIVE SUPPORT WORKLOAD.

6. AS MENTIONED PREVIOUSLY, YOUR RESOURCE RECOMMENDATIONS WILL BE REVIEWED BY BUREAUS AND PPG. THOSE REQUIREMENTS THAT CANNOT BE MET THROUGH POST REPROGRAMMING WILL BE CONSIDERED FOR INCLUSION IN FY-79 DEPARTMENTAL BUDGET. WHERE FEASIBLE, YOU SHOULD IDENTIFY NEEDS FOR RESOURCES THAT WILL NOT OCCUR UNTIL FY-79; THIS SHOULD BE POSSIBLE FOR EXPANDED COMMERCIAL PROGRAMS AND PREDICTABLE INCREASES IN CONSULAR AND ADMINISTRATIVE WORKLOAD. WE RECOGNIZE, HOWEVER, THAT THERE MAY BE SOME REQUIREMENTS THAT SHOULD BE MET BEFORE FY-79, EVEN THOUGH FY-78 BUDGET IS ALREADY LARGELY ESTABLISHED. WE WILL SEEK TO MEET MOST URGENT OF THESE REQUIREMENTS AS RESOURCES BECOME AVAILABLE THROUGH REPROGRAMMING, BUT I MUST STRESS THAT THESE RESOURCES WILL UNCLASSIFIED

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BE EXTREMELY LIMITED.

7. NSC INTERDEPARTMENTAL GROUP REVIEW.

PARTS I AND II OF THE ASSESSMENT WILL BE REVIEWED BY THE NSC INTERDEPARTMENTAL GROUP IN CASES WHERE REGIONAL BUREAUS DETERMINE THIS TO BE APPROPRIATE.

8. US MISSIONS TO INTERNATIONAL ORGANIZATIONS.

BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS WILL PROVIDE INSTRUCTIONS TO THOSE US MISSIONS TO INTERNATIONAL ORGANIZATIONS PARTICIPATING IN CYCLE.

9. RESOURCE PLANNING GUIDANCE.

IN ITS FY-79 BROAD TRENDS PAPER, SP FORESEES GENERAL INCREASE IN DEPARTMENT'S WORKLOAD. AT SAME TIME, HOWEVER, WE EXPECT CURRENT PERIOD OF BUDGET AUSTERITY TO RUN BEYOND FY-79, AS ADMINISTRATION AIMS FOR BALANCED BUDGET. PROSPECT IS THEREFORE THAT RESOURCES FOR INITIATIVES WILL HAVE TO BE FOUND LARGELY THROUGH REPROGRAMMING. SUCH REPROGRAMMING WILL REQUIRE HARD LOOK AT CURRENT ACTIVITIES TO IDENTIFY THOSE THAT COULD BE GIVEN UP OR PERFORMED WITH FEWER RESOURCES. IN PREPARING YOUR ASSESSMENT, THEREFORE, YOU SHOULD PLAN FOR LITTLE IF ANY NET INCREASE IN RESOURCES OVER FY-78 LEVELS EXCEPTING INCREASES NECESSITATED BY INFLATION AND STRICTLY MANDATORY WORKLOAD.

10. FOLLOWING IS THE FORMAT YOU SHOULD USE IN PREPARING

YOUR ASSESSMENTS.

11. PART I - POLICY ASSESSMENTS

A. US INTERESTS.

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DESCRIBE BRIEFLY THE PRINCIPAL LONG-TERM US INTERESTS IN YOUR COUNTRY AND HOW THEY ACCORD WITH GLOBAL AND REGIONAL INTERESTS AS OUTLINED IN THE S/P BROAD TRENDS FORECAST AND THE REGIONAL BUREAU SUPPLEMENT TO IT.

B. OVERVIEW

LOOKING FORWARD OVER THE NEXT ONE OR TWO YEARS, YOU SHOULD DESCRIBE ENVIRONMENTAL FACTORS LIKELY TO BE OF PARTICULAR IMPORTANCE FOR OUR PRIMARY BILATERAL AND MULTILATERAL INTERESTS AND ASSESS THE VALIDITY OF CURRENT POLICIES TO PURSUE THESE INTERESTS. TAKE ACCOUNT OF SECURITY AND OTHER COMMITMENTS OF MAJOR IMPORTANCE.

WHILE YOU SHOULD DRAW ON RECENT DEVELOPMENTS WITHIN YOUR COUNTRY OR REGION AS REQUIRED TO IDENTIFY FUTURE TRENDS AND PROBLEMS LIKELY TO AFFECT US INTERESTS AND OBJECTIVES, YOUR ANALYSIS SHOULD BE PRIMARILY FORWARD-LOOKING RATHER THAN RETROSPECTIVE. IT SHOULD NOT BE AN ANNUAL POLITICAL REPORT.

C. OBJECTIVES, COURSES OF ACTION, AND ISSUES.

DISCUSS THE KEY BILATERAL AND MULTILATERAL US OBJECTIVES

IN YOUR COUNTRY IN THE LIGHT OF S/P AND BUREAU PAPERS AND OUTLINE THE ACTIONS YOU PROPOSE THAT THE US GOVERNMENT TAKE IN PURSUIT OF THESE OBJECTIVES. WHERE S/P AND BUREAU POLICY EMPHASES APPLY, RELATE YOUR OBJECTIVES AND PROPOSED ACTION EXPLICITLY TO THEM. BRIEFLY DESCRIBE HOW OTHER AGENCIES WILL PARTICIPATE IN THE MISSION'S EFFORTS. IF YOU FORESEE PROBLEMS WITH CURRENT POLICIES AS THEY APPLY IN YOUR COUNTRY, THIS IS ONE PLACE TO BRING THEM OUT. IF THERE ARE BASIC DIFFERENCES OF OPINION WITHIN THE MISSION, IT WOULD BE HELPFUL TO PRESENT THEM.

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IF THERE ARE SPECIFIC ISSUES THAT WILL REQUIRE AN EARLY WASHINGTON DECISION ON THE COURSE OF ACTION TO BE FOLLOWED, DESCRIBE THE PROBLEM AND EVALUATE THE MOST FEASIBLE OPTIONS.

12. PART II - RESOURCE ASSESSMENTS

A. STATE

JUSTIFY BRIEFLY BY FUNCTION HOW YOUR PRESENT STATE RESOURCES, INCLUDING THOSE OF CONSTITUENT POSTS, ARE USED TO PURSUE THE COURSES OF ACTION PROPOSED IN PART I. (FUNCTIONS INCLUDE POLITICAL, ECONOMIC, COMMERCIAL, CONSULAR, ADMINISTRATION, COMMUNICATIONS, SECURITY AND ANY REGIONAL OFFICES THAT MAY BE LOCATED AT THE MISSION. DISCUSS ORGANIZATIONAL-
LY DISTINCT SUB-FUNCTIONS SUCH AS TRADE CENTERS SEPARATELY.) IN REVIEWING YOUR PRESENT STAFFING, TAKE THE OPPORTUNITY TO DETERMINE WHETHER THE ORGANIZATION OF YOUR MISSION COULD BE RESTRUCTURED TO FOCUS RESOURCES MORE DIRECTLY ON THE MOST IMPORTANT OBJECTIVES. YOU SHOULD ASSUME THAT NEW HIGH PRIORITY REQUIREMENTS WILL NORMALLY HAVE TO BE MET THROUGH REPROGRAMMING WITHIN YOUR MISSION. THE MISSION STAFFING CHART (FORMAT BELOW) SHOULD PRESENT IN TABULAR FORM YOUR PROPOSED STAFFING CHANGES.

THE POSITIONS MOST DIRECTLY RELATED TO NEW POLICY EMPHASES WILL USUALLY BE IN THE EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, ALTHOUGH THESE EMPHASES COULD INVOLVE COMMERCIAL OR CONSULAR POSITIONS (E.G., TO PROVIDE MORE ATTENTION TO AMERICANS IMPRISONED ABROAD). COMMERCIAL STAFFING AND FUNDING RECOMMENDATIONS SHOULD BE DIRECTLY LINKED TO YOUR COUNTRY COMMERCIAL PLAN OR OTHER POST COMMERCIAL PLANNING. SIMILARLY, RECOMMENDATIONS ON CONSULAR RESOURCES SHOULD BE BASED ON THE CONSULAR WORKLOAD DATA FORWARDED TO SCA. ADMINISTRATIVE REQUIREMENTS SHOULD BE JUSTIFIED IN TERMS OF YOUR OVERALL ADMINISTRATIVE SUPPORT WORKLOAD.
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B. OTHER AGENCY PROGRAMS AND RESOURCE LEVELS.

IN THIS SECTION YOU SHOULD ASSESS THE PROGRAMS OF OTHER AGENCIES IN RELATION TO THE OBJECTIVES OUTLINED IN PART I AND EVALUATE THEIR FUNDING AND STAFF LEVELS. YOU SHOULD INCLUDE RECOMMENDATIONS FOR ANY ACTION THAT MAY BE NEEDED IN WASHINGTON WITH RESPECT TO THESE PROGRAMS.

13. PART III - STATE PERSONNEL RECOMMENDATIONS

A. REPROGRAMMING.

DESCRIBE HERE ANY REPROGRAMMING THAT MIGHT BE DONE WITHIN YOUR MISSION TO FOCUS RESOURCES ON PRIORITY OBJECTIVES (INCLUDING REPROGRAMMING FROM CONSTITUENT POSTS OR OTHER SECTIONS OF THE MISSION). THE DEPARTMENT IS AWARE THAT REPROGRAMMING MAY NOT BE FEASIBLE AT THE SMALLEST POSTS. IF LARGER MISSIONS ARE UNABLE TO PUT FORWARD REPROGRAM-

MING PROPOSALS, THE DEPARTMENT WILL ASSUME THAT EXISTING POSITIONS ARE MORE IMPORTANT THAN ANY NEW ONES REQUESTED.

B. INCREASES/DECREASES

IF REPROGRAMMING CANNOT MEET YOUR REQUIREMENTS, FULLY JUSTIFY ANY ADDITIONAL POSITIONS OR FUNDS REQUESTED (APART FROM FUNDS NEEDED FOR WAGE AND PRICE AND OTHER MANDATORY INCREASES WHICH WILL BE REQUESTED IN THE FIELD BUDGET SUBMISSION) IN TERMS OF:

-- THEIR SPECIFIC PURPOSE IN PURSUING THE COURSES OF ACTION OUTLINED IN PART I;

-- YOUR COMMERCIAL PLAN (OR COMMERCIAL WORKLOAD, IF NO PLAN IS PREPARED);

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-- CONSULAR WORKLOAD; OR

-- CHANGES IN WORKING ENVIRONMENT OF YOUR MISSION THAT WILL SIGNIFICANTLY AFFECT THE ADMINISTRATIVE WORKLOAD OVER THE NEXT YEAR OR TWO (INCLUDING SECURITY AND COMMUNICATIONS).

STATE WHETHER NEW ADMINISTRATIVE POSITIONS REQUESTED WOULD BE CORE OR DAS. ALL POSTS SHOULD IDENTIFY POSITIONS WHICH ARE NO LONGER NECESSARY TO FULFILL MISSION OBJECTIVES.

C. LOWER PRIORITY POSITIONS

IF THE DEPARTMENT IS TO REALLOCATE POSITIONS EFFECTIVELY TO MEET NEW HIGH PRIORITY NEEDS, IT MUST HAVE A WORKABLE

PROCEDURE FOR IDENTIFYING LOWER PRIORITY POSITIONS BOTH IN WASHINGTON AND ABROAD. TO THE EXTENT THAT FURTHER REPROGRAMMING IS NECESSARY, BUREAUS AND OFFICES WILL BE ASKED TO PROVIDE PRIORITY-RANKED LISTS OF REPROGRAMMABLE STATE DIRECT AMERICAN AND FSL POSITIONS FOR CONSIDERATION ON A GLOBAL BASIS. TO ASSIST THE REGIONAL BUREAUS AND THE PPG IN THIS TASK, YOU SHOULD IDENTIFY THE LOWEST PRIORITY STATE POSITIONS AND BRIEFLY EVALUATE THE EFFECT ON YOUR PROGRAMS AND OPERATIONS IF THESE POSITIONS WERE TO BE WITHDRAWN. A TARGET FIGURE FOR MISSIONS (INCLUDING CONSTITUENT POSTS) WITH 20 OR MORE STATE DIRECT AMERICAN POSITIONS SHOULD BE FIVE PERCENT OF THE AMERICAN AND FIVE PERCENT OF THE STATE DEPARTMENT DIRECT FSL COMPLEMENT. MISSIONS WITH AMERICAN COMPLEMENTS OF LESS THAN 20 BUT MORE THAN 12 AMERICAN POSITIONS SHOULD IDENTIFY AT LEAST ONE STATE DEPARTMENT DIRECT AMERICAN AND ONE FSL LOW PRIORITY POSITION. NO SUBMISSION IS REQUIRED FROM MISSIONS

WITH LESS THAN 12 AMERICAN POSITIONS.

IN IDENTIFYING LOW PRIORITY POSITIONS, YOU SHOULD BEAR IN
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MIND THE DEPARTMENT'S LONG-TERM INTEREST IN JUNIOR OFFICER
TRAINING ABROAD AS WELL AS ITS RESPONSIBILITY TO SERVE THE
LEGITIMATE NEEDS OF OTHER AGENCIES.

14. MISSION STAFFING CHART. (ON NEXT PAGE)

AGENCY/ FUNCTION	CURRENT FY 77			
--	AMER.	AMER.	FSL	FSL
--	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE
POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
REGIONAL
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OTHER AGENCIES
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AGENCY/ FUNCTION	PROJECTED FY 79			
--	AMER.	AMER.	FSL	FSL
--	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE
UNCLASSIFIED

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POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
REGIONAL
OFFICES

NOTES ON PREPARING MISSION STAFFING CHART

1. FY 79 PROJECTIONS SHOULD REFLECT CHANGES JUSTIFIED IN THE TEXT OF THE MISSION'S ASSESSMENT.
2. IN CASES OF RESPONSIBILITIES OVERLAPPING FUNCTIONS (E.G., POLITICAL/ECONOMIC OFFICER, ADMINISTRATIVE/CONSULAR SECRETARY), LIST ACCORDING TO THE MORE IMPORTANT RESPONSIBILITY, AND FOOTNOTE.
3. SPECIFY THE FUNCTION OF ANY REGIONAL OFFICES.
4. PREPARE SEPARATE CHART FOR EACH CONSTITUENT POST.
5. FY 79 OTHER AGENCY DATA IS OMITTED FOR FY 1979 PROJECTION.
6. IDENTIFY ADMINISTRATIVE POSITIONS AS CORE OR DAS.
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APPROVED BY: ARA/PPC:AHWOODRUFF
ARA/PPC:PESTORING
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ARA/PPC:DCPROPER
M/MO:ABAUMAN(SUBS)

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FM SECSTATE WASHDC
TO AMCONSUL BELIZE IMMEDIATE

UNCLAS STATE 038356

FOLLOWING REPEAT STATE 038356 ACTION MARTINIQUE
CURACAO DTD 17 MAR

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UNCLAS STATE 038356

FOLLOWING REPEAT STATE 038356 SENT HAMILTON 16 MAR 77

QUOTE UNCLAS STATE 038356

FOLLOWING TEL SENT ACTION BAGHDAD FROM STATE FEB 25:

QUOTE UNCLAS STATE 038356

FOLLOWING REPEAT STATE 038356 ACTION ALL DIPLOMATIC POSTS,
BEIRUT DTD 19 FEB

QTE UNCLAS STATE 038356
UNCLASSIFIED

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FOR AMBASSADOR FROM DEPUTY UNDER SECRETARY FOR MANAGEMENT

E.O. 11652: N/A

TAGS: AMGT, PFOR, XX

SUBJECT: ANNUAL POLICY AND RESOURCE ASSESSMENTS

REF: STATE A-1760; STATE 016775; STATE 015063

1. POLICY ASSESSMENT AND RESOURCE MANAGEMENT CYCLE, DESCRIBED IN A-1760, DATED 3/26/76, PROVIDES FRAMEWORK WITHIN WHICH WASHINGTON AND FIELD CAN CONDUCT ANNUAL POLICY REVIEW AND PROVIDE PRIORITIES POLICY GROUP WITH INFORMATION NECESSARY TO CARRY OUT ITS RESPONSIBILITY IN FORMULATING DEPARTMENT'S ANNUAL BUDGET. GOALS ARE TO ENSURE THAT YOUR MISSION'S OBJECTIVES REFLECT OVERALL DEPARTMENTAL POLICY PRIORITIES, TO ESTABLISH US POLICY GUIDELINES TOWARDS YOUR COUNTRY FOR NEXT YEAR OR TWO, AND TO ALLOCATE OR REPROGRAM RESOURCES TO MEET HIGHEST PRIORITY NEW REQUIREMENTS. SO THAT PPG WILL HAVE NECESSARY INFORMATION AT HAND WHEN NEEDED, WE HAVE DEVELOPED SCHEDULE AND FORMAT FOR POST SUBMISSIONS THAT SHOULD GIVE YOU OPPORTUNITY TO ASSESS APPLICATION OF EXISTING POLICY TOWARD YOUR COUNTRY, TO MAKE POLICY RECOMMENDATIONS FOR NEAR TERM AND MAKE IT EASIER FOR DEPARTMENT TO TAKE ACCOUNT OF YOUR REQUIREMENTS IN RE-ALLOCATING RESOURCES GLOBALLY. SIMILAR FORMAT TO REVIEW ACTIVITIES OF DEPARTMENTAL OFFICES HAS ALSO BEEN DEVELOPED FOR USE IN ASSESSMENT PROCESS.

2. NEW POLICY AND RESOURCE ASSESSMENTS WILL REPLACE PARAS, CASPS AND ANNUAL POLICY ASSESSMENTS. WE ARE KEEPING FORMAT LEAN AND FLEXIBLE SO THAT IT CAN BE ADJUSTED AS WE GAIN EXPERIENCE WITH CYCLE. IF THIS PROCEDURE IS TO WORK, POLICY AND RESOURCE ASSESSMENTS WILL REQUIRE YOUR
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CLOSE PERSONAL ATTENTION AND CANDID VIEWS BOTH ON POLICY AND RESOURCES. THIS IS AN OPPORTUNITY FOR YOU TO RESPOND TO THE SECRETARY'S INTERESTS EXPRESSED IN STATE 015063.

3. THE POLICY ANALYSIS AND RESOURCE MANAGEMENT CYCLE.

THE FIRST STEP IN THE CYCLE IS AN S/P FORECAST (SEPTTEL), PREPARED IN CONSULTATION WITH THE GEOGRAPHIC AND FUNCTIONAL BUREAUS, THAT SETS FORTH THE ISSUES AND TRENDS THAT ARE EXPECTED TO BE OF PARTICULAR IMPORTANCE OVER THE NEXT YEAR OR TWO. GEOGRAPHIC BUREAUS WILL PROVIDE MORE SPECIFIC REGIONAL EMPHASIS BY FEBRUARY 25. THE POST POLICY AND RESOURCE ASSESSMENTS SHOULD ARRIVE BY CABLE IN WASHINGTON BY MARCH 31 TO ALLOW BUREAUS TIME TO REVIEW THE ASSESSMENTS AND DRAW ON THEM IN PREPARING BUREAU ASSESSMENTS FOR THE PPG. IN MAY, THE PPG WILL REVIEW ASSESSMENT PAPERS AND PROVIDE GUIDANCE FOR BUREAU BUDGET HEARINGS. AT SAME TIME, DEPARTMENT PLANS TO ISSUE BROAD POLICY GUIDANCE TO POSTS. SINCE FY-77 AND FY-78 BUDGETS ARE PAST THE POINT WHERE THEY CAN BE SUBSTANTIALLY CHANGED, ANY NET NEW REQUIREMENT, ASIDE FROM THOSE WHICH CAN BE MET THROUGH REPROGRAMMING, WOULD HAVE TO BE INCLUDED IN THE FY-79 BUDGET PROPOSALS. AFTER THE HEARINGS THE BUDGET OFFICE WILL SUBMIT A DRAFT DEPARTMENT FY-79 BUDGET, INCLUDING OPTIONS, TO THE PPG FOR ITS SECOND REVIEW IN AUGUST. THE PPG WILL THEN RECOMMEND TO M ON STAFFING AND FUNDING LEVELS AND ON THE DISTRIBUTION OF REQUESTED NEW RESOURCES TO BE INCLUDED IN OUR BUDGET PROPOSAL TO OMB BY SEPTEMBER 15.

4. ANNUAL POLICY AND RESOURCE ASSESSMENTS.

POLICY AND RESOURCE ASSESSMENTS HAVE DUAL PURPOSE:

A. TO DEFINE AND PROJECT US POLICY TOWARD A COUNTRY (MISSIONS TO INTERNATIONAL ORGANIZATIONS SHOULD READ INTERNATIONAL ORGANIZATION FOR COUNTRY). PART I OF ASSESSMENT UNCLASSIFIED

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WILL CONSTITUTE POST'S POLICY PROPOSALS IN RESPONSE TO S/P AND BUREAU FORECASTS. IT SHOULD BE FIRST PERSON TELEGRAPHIC MESSAGE WRITTEN OR EXPRESSLY APPROVED BY AMBASSADOR. EMPHASIS SHOULD BE ON CONCISENESS; THE PAPER SHOULD BE AS SHORT AS IMPORTANCE OF COUNTRY TO US INTERESTS AND COMPLEXITY OF OUR POLICY PROBLEMS WITH IT ALLOW.

B. TO RELATE POLICY AND WORKLOAD TO RESOURCE REQUIREMENTS AT COUNTRY LEVEL. IN PART II, POST IS ASKED TO EVALUATE LEVEL AND MIX OF ITS CURRENT RESOURCES, INCLUDING THOSE OF OTHER AGENCIES. PART III IS INCLUDED FOR SPECIFIC PROPOSALS ON REPROGRAMMING AND OTHER CHANGES TO STATE RESOURCES. (PARTS II AND III SHOULD BE SUBMITTED WITH PART I, BUT AS SEPARATE CABLE.) WHEN APPROPRIATE, RESOURCE RECOMMENDATIONS SHOULD BE RELATED TO COURSES OF ACTION PROPOSED IN PART I. STATE DEPARTMENT RESOURCES DIRECTLY RELATED TO THESE COURSES OF ACTION WILL USUALLY BE THOSE OF EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, BUT MAY INCLUDE OTHERS.

5. COMMERCIAL RESOURCE RECOMMENDATIONS SHOULD DERIVE FROM COUNTRY COMMERCIAL PROGRAM OR OTHER COMMERCIAL PLANNING. CONSULAR RESOURCE RECOMMENDATIONS SHOULD BE BASED ON TYPE OF WORKLOAD ANALYSIS REQUIRED IN CONSULAR PACKAGE LATER IN CYCLE, BUT WITHOUT EXTENSIVE ARRAYS OF STATISTICAL DATA. EXCEPT IN VERY FAST-BREAKING SITUATIONS, RESOURCE CHANGES ATTRIBUTABLE TO CONSULAR WORK REQUESTED IN CONSULAR PACKAGE WOULD FIRST HAVE APPEARED IN POST POLICY AND RESOURCE ASSESSMENT. YOUR RECOMMENDATIONS ON ADMINISTRATIVE RESOURCES SHOULD BE BASED ON ANTICIPATED CHANGES IN POST'S ADMINISTRATIVE SUPPORT WORKLOAD.

6. AS MENTIONED PREVIOUSLY, YOUR RESOURCE RECOMMENDATIONS WILL BE REVIEWED BY BUREAUS AND PPG. THOSE REQUIREMENTS THAT CANNOT BE MET THROUGH POST REPROGRAMMING WILL BE UNCLASSIFIED

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SIDERED FOR INCLUSION IN FY-79 DEPARTMENTAL BUDGET. WHERE FEASIBLE, YOU SHOULD IDENTIFY NEEDS FOR RESOURCES THAT WILL NOT OCCUR UNTIL FY-79; THIS SHOULD BE POSSIBLE FOR EXPANDED COMMERCIAL PROGRAMS AND PREDICTABLE INCREASES IN CONSULAR AND ADMINISTRATIVE WORKLOAD. WE RECOGNIZE, HOWEVER, THAT THERE MAY BE SOME REQUIREMENTS THAT SHOULD BE MET BEFORE FY-79, EVEN THOUGH FY-78 BUDGET IS ALREADY LARGELY ESTABLISHED. WE WILL SEEK TO MEET MOST URGENT OF THESE REQUIREMENTS AS RESOURCES BECOME AVAILABLE THROUGH REPROGRAMMING, BUT I MUST STRESS THAT THESE RESOURCES WILL BE EXTREMELY LIMITED.

7. NSC INTERDEPARTMENTAL GROUP REVIEW.

PARTS I AND II OF THE ASSESSMENT WILL BE REVIEWED BY THE NSC INTERDEPARTMENTAL GROUP IN CASES WHERE REGIONAL BUREAUS DETERMINE THIS TO BE APPROPRIATE.

8. US MISSIONS TO INTERNATIONAL ORGANIZATIONS.

BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS WILL PROVIDE INSTRUCTIONS TO THOSE US MISSIONS TO INTERNATIONAL ORGANIZATIONS PARTICIPATING IN CYCLE.

9. RESOURCE PLANNING GUIDANCE.

IN ITS FY-79 BROAD TRENDS PAPER, SP FORESEES GENERAL INCREASE IN DEPARTMENT'S WORKLOAD. AT SAME TIME, HOWEVER, WE EXPECT CURRENT PERIOD OF BUDGET AUSTERITY TO RUN BEYOND FY-79, AS ADMINISTRATION AIMS FOR BALANCED BUDGET. PROSPECT IS THEREFORE THAT RESOURCES FOR INITIATIVES WILL HAVE TO BE FOUND LARGELY THROUGH REPROGRAMMING. SUCH REPROGRAMMING WILL REQUIRE HARD LOOK AT CURRENT ACTIVITIES TO IDENTIFY THOSE THAT COULD BE GIVEN UP OR PERFORMED WITH

FEWER RESOURCES. IN PREPARING YOUR ASSESSMENT, THEREFORE, YOU SHOULD PLAN FOR LITTLE IF ANY NET INCREASE IN RE-UNCLASSIFIED

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SOURCES OVER FY-78 LEVELS EXCEPTING INCREASES NECESSITATED BY INFLATION AND STRICTLY MANDATORY WORKLOAD.

10. FOLLOWING IS THE FORMAT YOU SHOULD USE IN PREPARING YOUR ASSESSMENTS.

11. PART I - POLICY ASSESSMENTS

A. US INTERESTS.

DESCRIBE BRIEFLY THE PRINCIPAL LONG-TERM US INTERESTS IN YOUR COUNTRY AND HOW THEY ACCORD WITH GLOBAL AND REGIONAL INTERESTS AS OUTLINED IN THE S/P BROAD TRENDS FORECAST AND THE REGIONAL BUREAU SUPPLEMENT TO IT.

B. OVERVIEW

LOOKING FORWARD OVER THE NEXT ONE OR TWO YEARS, YOU SHOULD DESCRIBE ENVIRONMENTAL FACTORS LIKELY TO BE OF PARTICULAR IMPORTANCE FOR OUR PRIMARY BILATERAL AND MULTILATERAL INTERESTS AND ASSESS THE VALIDITY OF CURRENT POLICIES TO PURSUE THESE INTERESTS. TAKE ACCOUNT OF SECURITY AND OTHER COMMITMENTS OF MAJOR IMPORTANCE.

WHILE YOU SHOULD DRAW ON RECENT DEVELOPMENTS WITHIN YOUR COUNTRY OR REGION AS REQUIRED TO IDENTIFY FUTURE TRENDS AND PROBLEMS LIKELY TO AFFECT US INTERESTS AND OBJECTIVES, YOUR ANALYSIS SHOULD BE PRIMARILY FORWARD-LOOKING RATHER THAN RETROSPECTIVE. IT SHOULD NOT BE AN ANNUAL POLITICAL REPORT.

C. OBJECTIVES, COURSES OF ACTION, AND ISSUES.

DISCUSS THE KEY BILATERAL AND MULTILATERAL US OBJECTIVES

IN YOUR COUNTRY IN THE LIGHT OF S/P AND BUREAU PAPERS AND UNCLASSIFIED

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OUTLINE THE ACTIONS YOU PROPOSE THAT THE US GOVERNMENT TAKE IN PURSUIT OF THESE OBJECTIVES. WHERE S/P AND BUREAU POLICY EMPHASES APPLY, RELATE YOUR OBJECTIVES AND PROPOSED ACTION EXPLICITLY TO THEM. BRIEFLY DESCRIBE HOW OTHER AGENCIES WILL PARTICIPATE IN THE MISSION'S EFFORTS. IF YOU FORESEE PROBLEMS WITH CURRENT POLICIES AS THEY APPLY IN YOUR COUNTRY, THIS IS ONE PLACE TO BRING THEM OUT. IF THERE ARE BASIC DIFFERENCES OF OPINION WITHIN THE MISSION,

IT WOULD BE HELPFUL TO PRESENT THEM.

IF THERE ARE SPECIFIC ISSUES THAT WILL REQUIRE AN EARLY WASHINGTON DECISION ON THE COURSE OF ACTION TO BE FOLLOWED, DESCRIBE THE PROBLEM AND EVALUATE THE MOST FEASIBLE OPTIONS.

12. PART II - RESOURCE ASSESSMENTS

A. STATE

JUSTIFY BRIEFLY BY FUNCTION HOW YOUR PRESENT STATE RESOURCES, INCLUDING THOSE OF CONSTITUENT POSTS, ARE USED TO PURSUE THE COURSES OF ACTION PROPOSED IN PART I. (FUNCTIONS INCLUDE POLITICAL, ECONOMIC, COMMERCIAL, CONSULAR, ADMINISTRATION, COMMUNICATIONS, SECURITY AND ANY REGIONAL OFFICES THAT MAY BE LOCATED AT THE MISSION. DISCUSS ORGANIZATIONALLY DISTINCT SUB-FUNCTIONS SUCH AS TRADE CENTERS SEPARATELY.) IN REVIEWING YOUR PRESENT STAFFING, TAKE THE OPPORTUNITY TO DETERMINE WHETHER THE ORGANIZATION OF YOUR MISSION COULD BE RESTRUCTURED TO FOCUS RESOURCES MORE DIRECTLY ON THE MOST IMPORTANT OBJECTIVES. YOU SHOULD ASSUME THAT NEW HIGH PRIORITY REQUIREMENTS WILL NORMALLY HAVE TO BE MET THROUGH REPROGRAMMING WITHIN YOUR MISSION. THE MISSION STAFFING CHART (FORMAT BELOW) SHOULD PRESENT IN TABULAR FORM YOUR PROPOSED STAFFING CHANGES.

THE POSITIONS MOST DIRECTLY RELATED TO NEW POLICY EMPHASES
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WILL USUALLY BE IN THE EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, ALTHOUGH THESE EMPHASES COULD INVOLVE COMMERCIAL OR CONSULAR POSITIONS (E.G., TO PROVIDE MORE ATTENTION TO AMERICANS IMPRISONED ABROAD). COMMERCIAL STAFFING AND FUNDING RECOMMENDATIONS SHOULD BE DIRECTLY LINKED TO YOUR COUNTRY COMMERCIAL PLAN OR OTHER POST COMMERCIAL PLANNING. SIMILARLY, RECOMMENDATIONS ON CONSULAR RESOURCES SHOULD BE BASED ON THE CONSULAR WORKLOAD DATA FORWARDED TO SCA. ADMINISTRATIVE REQUIREMENTS SHOULD BE JUSTIFIED IN TERMS OF YOUR OVERALL ADMINISTRATIVE SUPPORT WORKLOAD.

B. OTHER AGENCY PROGRAMS AND RESOURCE LEVELS.

IN THIS SECTION YOU SHOULD ASSESS THE PROGRAMS OF OTHER AGENCIES IN RELATION TO THE OBJECTIVES OUTLINED IN PART I AND EVALUATE THEIR FUNDING AND STAFF LEVELS. YOU SHOULD INCLUDE RECOMMENDATIONS FOR ANY ACTION THAT MAY BE NEEDED IN WASHINGTON WITH RESPECT TO THESE PROGRAMS.

13. PART III - STATE PERSONNEL RECOMMENDATIONS

A. REPROGRAMMING.

DESCRIBE HERE ANY REPROGRAMMING THAT MIGHT BE DONE WITHIN YOUR MISSION TO FOCUS RESOURCES ON PRIORITY OBJECTIVES (INCLUDING REPROGRAMMING FROM CONSTITUENT POSTS OR OTHER SECTIONS OF THE MISSION). THE DEPARTMENT IS AWARE THAT REPROGRAMMING MAY NOT BE FEASIBLE AT THE SMALLEST POSTS. IF LARGER MISSIONS ARE UNABLE TO PUT FORWARD REPROGRAMMING PROPOSALS, THE DEPARTMENT WILL ASSUME THAT EXISTING POSITIONS ARE MORE IMPORTANT THAN ANY NEW ONES REQUESTED.

B. INCREASES/DECREASES

IF REPROGRAMMING CANNOT MEET YOUR REQUIREMENTS, FULLY JUSTIFY ANY ADDITIONAL POSITIONS OR FUNDS REQUESTED (APART UNCLASSIFIED

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FROM FUNDS NEEDED FOR WAGE AND PRICE AND OTHER MANDATORY INCREASES WHICH WILL BE REQUESTED IN THE FIELD BUDGET SUBMISSION) IN TERMS OF:

-- THEIR SPECIFIC PURPOSE IN PURSUING THE COURSES OF ACTION OUTLINED IN PART I;

-- YOUR COMMERCIAL PLAN (OR COMMERCIAL WORKLOAD, IF NO PLAN IS PREPARED);

-- CONSULAR WORKLOAD; OR

-- CHANGES IN WORKING ENVIRONMENT OF YOUR MISSION THAT WILL SIGNIFICANTLY AFFECT THE ADMINISTRATIVE WORKLOAD OVER THE NEXT YEAR OR TWO (INCLUDING SECURITY AND COMMUNICATIONS).

STATE WHETHER NEW ADMINISTRATIVE POSITIONS REQUESTED WOULD BE CORE OR DAS. ALL POSTS SHOULD IDENTIFY POSITIONS WHICH ARE NO LONGER NECESSARY TO FULFILL MISSION OBJECTIVES.

C. LOWER PRIORITY POSITIONS

IF THE DEPARTMENT IS TO REALLOCATE POSITIONS EFFECTIVELY TO MEET NEW HIGH PRIORITY NEEDS, IT MUST HAVE A WORKABLE

PROCEDURE FOR IDENTIFYING LOWER PRIORITY POSITIONS BOTH IN WASHINGTON AND ABROAD. TO THE EXTENT THAT FURTHER REPROGRAMMING IS NECESSARY, BUREAUS AND OFFICES WILL BE ASKED TO PROVIDE PRIORITY-RANKED LISTS OF REPROGRAMMABLE STATE DIRECT AMERICAN AND FSL POSITIONS FOR CONSIDERATION ON A GLOBAL BASIS. TO ASSIST THE REGIONAL BUREAUS AND THE PPG IN THIS TASK, YOU SHOULD IDENTIFY THE LOWEST PRIORITY STATE POSITIONS AND BRIEFLY EVALUATE THE EFFECT ON YOUR PROGRAMS AND OPERATIONS IF THESE POSITIONS WERE TO BE WITHDRAWN. A TARGET FIGURE FOR MISSIONS (INCLUDING CON-

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STITUENT POSTS) WITH 20 OR MORE STATE DIRECT AMERICAN POSITIONS SHOULD BE FIVE PERCENT OF THE AMERICAN AND FIVE PERCENT OF THE STATE DEPARTMENT DIRECT FSL COMPLEMENT. MISSIONS WITH AMERICAN COMPLEMENTS OF LESS THAN 20 BUT MORE THAN 12 AMERICAN POSITIONS SHOULD IDENTIFY AT LEAST ONE STATE DEPARTMENT DIRECT AMERICAN AND ONE FSL LOW PRIORITY POSITION. NO SUBMISSION IS REQUIRED FROM MISSIONS WITH LESS THAN 12 AMERICAN POSITIONS.

IN IDENTIFYING LOW PRIORITY POSITIONS, YOU SHOULD BEAR IN MIND THE DEPARTMENT'S LONG-TERM INTEREST IN JUNIOR OFFICER TRAINING ABROAD AS WELL AS ITS RESPONSIBILITY TO SERVE THE LEGITIMATE NEEDS OF OTHER AGENCIES.

14. MISSION STAFFING CHART. (ON NEXT PAGE)

AGENCY/ FUNCTION	CURRENT FY 77			
	AMER.	AMER.	FSL	FSL
--	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE
POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
REGIONAL
OFFICES

OTHER AGENCIES
USIS
AGRIC
TREAS
JUST
DOD
UNCLASSIFIED

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AID
OTHER
(SPECIFY)

AGENCY/ FUNCTION	PROJECTED FY 79			
	AMER.	AMER.	FSL	FSL
--	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE

POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
REGIONAL
OFFICES

NOTES ON PREPARING MISSION STAFFING CHART

1. FY 79 PROJECTIONS SHOULD REFLECT CHANGES JUSTIFIED IN THE TEXT OF THE MISSION'S ASSESSMENT.
2. IN CASES OF RESPONSIBILITIES OVERLAPPING FUNCTIONS (E.G., POLITICAL/ECONOMIC OFFICER, ADMINISTRATIVE/CONSULAR SECRETARY), LIST ACCORDING TO THE MORE IMPORTANT RESPONSIBILITY, AND FOOTNOTE.
3. SPECIFY THE FUNCTION OF ANY REGIONAL OFFICES.
4. PREPARE SEPARATE CHART FOR EACH CONSTITUENT POST.
5. FY 79 OTHER AGENCY DATA IS OMITTED FOR FY 1979 PROJECTION.
6. IDENTIFY ADMINISTRATIVE POSITIONS AS CORE OR DAS.
HARTMAN UNQTE VANCE UNQUOTE VANCE

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APPROVED BY: EUR:JJC ROWLEY JR

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TO AMCONSUL HAMILTON

UNCLAS STATE 038356

FOLLOWING TEL SENT ACTION BAGHDAD FROM STATE FEB 25:

QUOTE UNCLAS STATE 038356

FOLLOWING REPEAT STATE 038356 ACTION ALL DIPLOMATIC POSTS,
BEIRUT DTD 19 FEB

QTE UNCLAS STATE 038356

FOR AMBASSADOR FROM DEPUTY UNDER SECRETARY FOR MANAGEMENT

E.O. 11652: N/A

TAGS: AMGT, PFOR, XX

SUBJECT: ANNUAL POLICY AND RESOURCE ASSESSMENTS

REF: STATE A-1760; STATE 016775; STATE 015063

1. POLICY ASSESSMENT AND RESOURCE MANAGEMENT CYCLE, DESCRIBED IN A-1760, DATED 3/26/76, PROVIDES FRAMEWORK WITHIN WHICH WASHINGTON AND FIELD CAN CONDUCT ANNUAL POLICY REVIEW AND PROVIDE PRIORITIES POLICY GROUP WITH INFORMATION
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NECESSARY TO CARRY OUT ITS RESPONSIBILITY IN FORMULATING DEPARTMENT'S ANNUAL BUDGET. GOALS ARE TO ENSURE THAT YOUR MISSION'S OBJECTIVES REFLECT OVERALL DEPARTMENTAL POLICY PRIORITIES, TO ESTABLISH US POLICY GUIDELINES TOWARDS YOUR COUNTRY FOR NEXT YEAR OR TWO, AND TO ALLOCATE OR REPROGRAM RESOURCES TO MEET HIGHEST PRIORITY NEW REQUIREMENTS. SO THAT PPG WILL HAVE NECESSARY INFORMATION AT HAND WHEN NEEDED, WE HAVE DEVELOPED SCHEDULE AND FORMAT FOR POST SUBMISSIONS THAT SHOULD GIVE YOU OPPORTUNITY TO ASSESS APPLICATION OF EXISTING POLICY TOWARD YOUR COUNTRY, TO MAKE POLICY RECOMMENDATIONS FOR NEAR TERM AND MAKE IT EASIER FOR DEPARTMENT TO TAKE ACCOUNT OF YOUR REQUIREMENTS IN RE-ALLOCATING RESOURCES GLOBALLY. SIMILAR FORMAT TO REVIEW ACTIVITIES OF DEPARTMENTAL OFFICES HAS ALSO BEEN DEVELOPED FOR USE IN ASSESSMENT PROCESS.

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THE FIRST STEP IN THE CYCLE IS AN S/P FORECAST (SEPTTEL), PREPARED IN CONSULTATION WITH THE GEOGRAPHIC AND FUNCTIONAL BUREAUS, THAT SETS FORTH THE ISSUES AND TRENDS THAT ARE EXPECTED TO BE OF PARTICULAR IMPORTANCE OVER THE NEXT YEAR OR TWO. GEOGRAPHIC BUREAUS WILL PROVIDE MORE SPECIFIC REGIONAL EMPHASIS BY FEBRUARY 25. THE POST POLICY AND RESOURCE ASSESSMENTS SHOULD ARRIVE BY CABLE IN WASHINGTON BY MARCH 31 TO ALLOW BUREAUS TIME TO REVIEW THE ASSESSMENTS AND DRAW ON THEM IN PREPARING BUREAU ASSESSMENTS FOR THE
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POLICY AND RESOURCE ASSESSMENTS HAVE DUAL PURPOSE:

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B. TO RELATE POLICY AND WORKLOAD TO RESOURCE REQUIREMENTS AT COUNTRY LEVEL. IN PART II, POST IS ASKED TO EVALUATE LEVEL AND MIX OF ITS CURRENT RESOURCES, INCLUDING THOSE OF OTHER AGENCIES. PART III IS INCLUDED FOR SPECIFIC PROPOSALS ON REPROGRAMMING AND OTHER CHANGES TO STATE RESOURCES. (PARTS II AND III SHOULD BE SUBMITTED WITH PART I, BUT AS SEPARATE CABLE.) WHEN APPROPRIATE, RE-UNCLASSIFIED

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SOURCE RECOMMENDATIONS SHOULD BE RELATED TO COURSES OF ACTION PROPOSED IN PART I. STATE DEPARTMENT RESOURCES DIRECTLY RELATED TO THESE COURSES OF ACTION WILL USUALLY BE THOSE OF EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, BUT MAY INCLUDE OTHERS.

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6. AS MENTIONED PREVIOUSLY, YOUR RESOURCE RECOMMENDATIONS WILL BE REVIEWED BY BUREAUS AND PPG. THOSE REQUIREMENTS THAT CANNOT BE MET THROUGH POST REPROGRAMMING WILL BE CONSIDERED FOR INCLUSION IN FY-79 DEPARTMENTAL BUDGET. WHERE FEASIBLE, YOU SHOULD IDENTIFY NEEDS FOR RESOURCES THAT WILL NOT OCCUR UNTIL FY-79; THIS SHOULD BE POSSIBLE FOR EXPANDED COMMERCIAL PROGRAMS AND PREDICTABLE INCREASES IN CONSULAR AND ADMINISTRATIVE WORKLOAD. WE RECOGNIZE, HOWEVER, THAT THERE MAY BE SOME REQUIREMENTS THAT SHOULD BE MET BEFORE FY-79, EVEN THOUGH FY-78 BUDGET IS ALREADY LARGELY ESTABLISHED. WE WILL SEEK TO MEET MOST URGENT OF THESE REQUIREMENTS AS RESOURCES BECOME AVAILABLE THROUGH REPROGRAMMING, BUT I MUST STRESS THAT THESE RESOURCES WILL BE EXTREMELY LIMITED.

7. NSC INTERDEPARTMENTAL GROUP REVIEW.

PARTS I AND II OF THE ASSESSMENT WILL BE REVIEWED BY THE UNCLASSIFIED

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NSC INTERDEPARTMENTAL GROUP IN CASES WHERE REGIONAL BUREAUS DETERMINE THIS TO BE APPROPRIATE.

8. US MISSIONS TO INTERNATIONAL ORGANIZATIONS.

BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS WILL PROVIDE INSTRUCTIONS TO THOSE US MISSIONS TO INTERNATIONAL ORGANIZATIONS PARTICIPATING IN CYCLE.

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10. FOLLOWING IS THE FORMAT YOU SHOULD USE IN PREPARING YOUR ASSESSMENTS.

11. PART I - POLICY ASSESSMENTS

A. US INTERESTS.

DESCRIBE BRIEFLY THE PRINCIPAL LONG-TERM US INTERESTS IN YOUR COUNTRY AND HOW THEY ACCORD WITH GLOBAL AND REGIONAL INTERESTS AS OUTLINED IN THE S/P BROAD TRENDS FORECAST AND THE REGIONAL BUREAU SUPPLEMENT TO IT.

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B. OVERVIEW

LOOKING FORWARD OVER THE NEXT ONE OR TWO YEARS, YOU SHOULD DESCRIBE ENVIRONMENTAL FACTORS LIKELY TO BE OF PARTICULAR IMPORTANCE FOR OUR PRIMARY BILATERAL AND MULTILATERAL INTERESTS AND ASSESS THE VALIDITY OF CURRENT POLICIES TO PURSUE THESE INTERESTS. TAKE ACCOUNT OF SECURITY AND OTHER COMMITMENTS OF MAJOR IMPORTANCE.

WHILE YOU SHOULD DRAW ON RECENT DEVELOPMENTS WITHIN YOUR COUNTRY OR REGION AS REQUIRED TO IDENTIFY FUTURE TRENDS AND PROBLEMS LIKELY TO AFFECT US INTERESTS AND OBJECTIVES, YOUR ANALYSIS SHOULD BE PRIMARILY FORWARD-LOOKING RATHER THAN RETROSPECTIVE. IT SHOULD NOT BE AN ANNUAL POLITICAL REPORT.

C. OBJECTIVES, COURSES OF ACTION, AND ISSUES.

DISCUSS THE KEY BILATERAL AND MULTILATERAL US OBJECTIVES

IN YOUR COUNTRY IN THE LIGHT OF S/P AND BUREAU PAPERS AND OUTLINE THE ACTIONS YOU PROPOSE THAT THE US GOVERNMENT TAKE IN PURSUIT OF THESE OBJECTIVES. WHERE S/P AND BUREAU POLICY EMPHASES APPLY, RELATE YOUR OBJECTIVES AND PROPOSED ACTION EXPLICITLY TO THEM. BRIEFLY DESCRIBE HOW OTHER AGENCIES WILL PARTICIPATE IN THE MISSION'S EFFORTS. IF YOU FORESEE PROBLEMS WITH CURRENT POLICIES AS THEY APPLY IN YOUR COUNTRY, THIS IS ONE PLACE TO BRING THEM OUT. IF THERE ARE BASIC DIFFERENCES OF OPINION WITHIN THE MISSION, IT WOULD BE HELPFUL TO PRESENT THEM.

IF THERE ARE SPECIFIC ISSUES THAT WILL REQUIRE AN EARLY WASHINGTON DECISION ON THE COURSE OF ACTION TO BE FOLLOWED, DESCRIBE THE PROBLEM AND EVALUATE THE MOST FEASIBLE OPTIONS.

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12. PART II - RESOURCE ASSESSMENTS

A. STATE

JUSTIFY BRIEFLY BY FUNCTION HOW YOUR PRESENT STATE RESOURCES, INCLUDING THOSE OF CONSTITUENT POSTS, ARE USED TO PURSUE THE COURSES OF ACTION PROPOSED IN PART I. (FUNCTIONS INCLUDE POLITICAL, ECONOMIC, COMMERCIAL, CONSULAR, ADMINISTRATION, COMMUNICATIONS, SECURITY AND ANY REGIONAL OFFICES THAT MAY BE LOCATED AT THE MISSION. DISCUSS ORGANIZATIONALLY DISTINCT SUB-FUNCTIONS SUCH AS TRADE CENTERS SEPARATELY.) IN REVIEWING YOUR PRESENT STAFFING, TAKE THE OPPORTUNITY TO DETERMINE WHETHER THE ORGANIZATION OF YOUR MISSION COULD BE RESTRUCTURED TO FOCUS RESOURCES MORE DIRECTLY ON THE MOST IMPORTANT OBJECTIVES. YOU SHOULD ASSUME THAT NEW HIGH PRIORITY REQUIREMENTS WILL NORMALLY HAVE TO BE MET THROUGH REPROGRAMMING WITHIN YOUR MISSION. THE MISSION STAFFING CHART (FORMAT BELOW) SHOULD PRESENT IN TABULAR FORM YOUR PROPOSED STAFFING CHANGES.

THE POSITIONS MOST DIRECTLY RELATED TO NEW POLICY EMPHASES WILL USUALLY BE IN THE EXECUTIVE, POLITICAL AND ECONOMIC SECTIONS, ALTHOUGH THESE EMPHASES COULD INVOLVE COMMERCIAL OR CONSULAR POSITIONS (E.G., TO PROVIDE MORE ATTENTION TO AMERICANS IMPRISONED ABROAD). COMMERCIAL STAFFING AND FUNDING RECOMMENDATIONS SHOULD BE DIRECTLY LINKED TO YOUR COUNTRY COMMERCIAL PLAN OR OTHER POST COMMERCIAL PLANNING. SIMILARLY, RECOMMENDATIONS ON CONSULAR RESOURCES SHOULD BE BASED ON THE CONSULAR WORKLOAD DATA FORWARDED TO SCA. ADMINISTRATIVE REQUIREMENTS SHOULD BE JUSTIFIED IN TERMS OF YOUR OVERALL ADMINISTRATIVE SUPPORT WORKLOAD.

B. OTHER AGENCY PROGRAMS AND RESOURCE LEVELS.

IN THIS SECTION YOU SHOULD ASSESS THE PROGRAMS OF OTHER AGENCIES IN RELATION TO THE OBJECTIVES OUTLINED IN PART I
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AND EVALUATE THEIR FUNDING AND STAFF LEVELS. YOU SHOULD INCLUDE RECOMMENDATIONS FOR ANY ACTION THAT MAY BE NEEDED IN WASHINGTON WITH RESPECT TO THESE PROGRAMS.

13. PART III - STATE PERSONNEL RECOMMENDATIONS

A. REPROGRAMMING.

DESCRIBE HERE ANY REPROGRAMMING THAT MIGHT BE DONE WITHIN YOUR MISSION TO FOCUS RESOURCES ON PRIORITY OBJECTIVES (INCLUDING REPROGRAMMING FROM CONSTITUENT POSTS OR OTHER SECTIONS OF THE MISSION). THE DEPARTMENT IS AWARE THAT REPROGRAMMING MAY NOT BE FEASIBLE AT THE SMALLEST POSTS. IF LARGER MISSIONS ARE UNABLE TO PUT FORWARD REPROGRAM-

MING PROPOSALS, THE DEPARTMENT WILL ASSUME THAT EXISTING POSITIONS ARE MORE IMPORTANT THAN ANY NEW ONES REQUESTED.

B. INCREASES/DECREASES

IF REPROGRAMMING CANNOT MEET YOUR REQUIREMENTS, FULLY JUSTIFY ANY ADDITIONAL POSITIONS OR FUNDS REQUESTED (APART FROM FUNDS NEEDED FOR WAGE AND PRICE AND OTHER MANDATORY INCREASES WHICH WILL BE REQUESTED IN THE FIELD BUDGET SUBMISSION) IN TERMS OF:

-- THEIR SPECIFIC PURPOSE IN PURSUING THE COURSES OF ACTION OUTLINED IN PART I;

-- YOUR COMMERCIAL PLAN (OR COMMERCIAL WORKLOAD, IF NO PLAN IS PREPARED);

-- CONSULAR WORKLOAD; OR

-- CHANGES IN WORKING ENVIRONMENT OF YOUR MISSION THAT WILL SIGNIFICANTLY AFFECT THE ADMINISTRATIVE WORKLOAD OVER THE NEXT YEAR OR TWO (INCLUDING SECURITY AND COM-UNCLASSIFIED

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MUNCIATIONS).

STATE WHETHER NEW ADMINISTRATIVE POSITIONS REQUESTED WOULD BE CORE OR DAS. ALL POSTS SHOULD IDENTIFY POSITIONS WHICH ARE NO LONGER NECESSARY TO FULFILL MISSION OBJECTIVES.

C. LOWER PRIORITY POSITIONS

IF THE DEPARTMENT IS TO REALLOCATE POSITIONS EFFECTIVELY TO MEET NEW HIGH PRIORITY NEEDS, IT MUST HAVE A WORKABLE

PROCEDURE FOR IDENTIFYING LOWER PRIORITY POSITIONS BOTH IN WASHINGTON AND ABROAD. TO THE EXTENT THAT FURTHER REPROGRAMMING IS NECESSARY, BUREAUS AND OFFICES WILL BE ASKED TO PROVIDE PRIORITY-RANKED LISTS OF REPROGRAMMABLE STATE DIRECT AMERICAN AND FSL POSITIONS FOR CONSIDERATION ON A GLOBAL BASIS. TO ASSIST THE REGIONAL BUREAUS AND THE PPG IN THIS TASK, YOU SHOULD IDENTIFY THE LOWEST PRIORITY STATE POSITIONS AND BRIEFLY EVALUATE THE EFFECT ON YOUR PROGRAMS AND OPERATIONS IF THESE POSITIONS WERE TO BE WITHDRAWN. A TARGET FIGURE FOR MISSIONS (INCLUDING CONSTITUENT POSTS) WITH 20 OR MORE STATE DIRECT AMERICAN POSITIONS SHOULD BE FIVE PERCENT OF THE AMERICAN AND FIVE PERCENT OF THE STATE DEPARTMENT DIRECT FSL COMPLEMENT. MISSIONS WITH AMERICAN COMPLEMENTS OF LESS THAN 20 BUT MORE THAN 12 AMERICAN POSITIONS SHOULD IDENTIFY AT LEAST ONE STATE DEPARTMENT DIRECT AMERICAN AND ONE FSL LOW PRIORITY POSITION. NO SUBMISSION IS REQUIRED FROM MISSIONS

WITH LESS THAN 12 AMERICAN POSITIONS.

IN IDENTIFYING LOW PRIORITY POSITIONS, YOU SHOULD BEAR IN MIND THE DEPARTMENT'S LONG-TERM INTEREST IN JUNIOR OFFICER TRAINING ABROAD AS WELL AS ITS RESPONSIBILITY TO SERVE THE LEGITIMATE NEEDS OF OTHER AGENCIES.

14. MISSION STAFFING CHART. (ON NEXT PAGE)

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AGENCY/ FUNCTION	CURRENT FY 77			
--	AMER.	AMER.	FSL	FSL
	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE
POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
REGIONAL
OFFICES

OTHER AGENCIES
USIS
AGRIC
TREAS
JUST
DOD
AID
OTHER
(SPECIFY)

AGENCY/ FUNCTION	PROJECTED FY 79			
--	AMER.	AMER.	FSL	FSL
	OFFS.	STAFF	PROFES.	STAFF

STATE
EXECUTIVE
POLITICAL
ECON/COM'L
ADMIN. (OF WHICH)
COMMUNICATION
SECURITY
UNCLASSIFIED

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REGIONAL
OFFICES

NOTES ON PREPARING MISSION STAFFING CHART

1. FY 79 PROJECTIONS SHOULD REFLECT CHANGES JUSTIFIED IN THE TEXT OF THE MISSION'S ASSESSMENT.
2. IN CASES OF RESPONSIBILITIES OVERLAPPING FUNCTIONS (E.G., POLITICAL/ECONOMIC OFFICER, ADMINISTRATIVE/CONSULAR SECRETARY), LIST ACCORDING TO THE MORE IMPORTANT RESPONSIBILITY, AND FOOTNOTE.
3. SPECIFY THE FUNCTION OF ANY REGIONAL OFFICES.
4. PREPARE SEPARATE CHART FOR EACH CONSTITUENT POST.
5. FY 79 OTHER AGENCY DATA IS OMITTED FOR FY 1979 PROJECTION.
6. IDENTIFY ADMINISTRATIVE POSITIONS AS CORE OR DAS.
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Message Attributes

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